



THE OFFICE OF THE SUPERINTENDENT

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5444 • Fax (901) 416-5578 • www.scsk12.org

Dr. Joris Ray
Superintendent

July 12, 2019

Dr. Deanna McClendon

Dear Dr. McClendon,

This notification is to officially inform you that I hereby adopt all of the findings, recommendations, and basis for the recommendations set forth in the attached correspondence from Director, Chantay Branch. Based upon the foregoing, you are hereby notified that you are ineligible for reemployment and will be coded in our hiring system as a "Do Not Rehire".

Sincerely,

Dr. Joris Ray
Superintendent



THE OFFICE OF EMPLOYEE RELATIONS

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5323 • www.scsk12.org

Chantay Branch, Director

Phone: (901) 416-5811

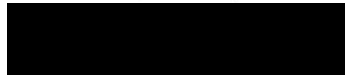
FAX: (901) 416-5756

branchcy@scsk12.org

July 12, 2019

VIA US Mail and Electronic Mail

Ms. Deanna McClendon



mcclendondm@scsk12.org

Re: Update on Paid Leave Status and Outcome of Investigation

Dear Ms. McClendon:

As you are aware, the District engaged an outside, independent investigator after having received numerous complaints against you from several employees in the Department of Early Childhood Education ("Early Childhood"), containing allegations of discrimination based on ethnicity and national origin; employee intimidation, harassment and other maltreatment; misappropriation of grant funds; program mismanagement and failing to execute the administration of the Head Start grant with fidelity; and unethical hiring practices, all under your leadership. The District also received complaints containing general concerns of a toxic and hostile work environment in Early Childhood under your leadership.

Over the course of the investigation, several current and former Early Childhood employees were interviewed. On June 28, 2019 and July 8, 2019, our office attempted to meet with you to inform you of the results of the investigation and to notify you that, based on the findings of the investigation, discipline is warranted and will be imposed on you. On July 8, 2019, your representative advised that you were not available to meet. Therefore, this missive should be considered official notification of the findings of the investigation and the imposed disciplinary action.

The investigation's results are as follows:

- It was determined that no Early Childhood employee(s) has been discriminated against based on ethnicity, national origin or any other protected class.
- It was not found that you intimidated or harassed employees. However, it was determined that you mistreated or retaliated against employees you disfavored, and that you engaged in

improper conduct by allowing an employee to complete an assessment on your behalf for which you were required to personally complete.

- It was not found that Head Start grant funds were misappropriated under your leadership. However, it was determined that due to your failure to provide proper oversight, on one occasion you permitted a vendor to be paid for work involving the installation of a playground at a specific site that was not actually performed at that site. It was also determined that you allowed an employee to use District property for non-SCS purposes without authorization. Beyond that, there was no indication you permitted your direct reports to order personal items using District funds or misuse District property.
- It was determined that you failed to provide adequate guidance and leadership for Early Childhood employees in properly documenting eligibility determinations of individuals selected to participate in the Head Start program.
- It was determined that you led and participated in questionable employee promotion practices, including, but not limited to, creating positions for certain favored employees and, to some extent, manipulating the application and interview processes to ensure favored employees were promoted to the created positions.
- It was determined that you created, encouraged, permitted and fostered a toxic work environment as demonstrated in the bullet points above and with evidence of your fostering of a work environment based on favoritism and not fair accountability, questionable promotion practices, and threatening to fire employees or fresh start entire departments, effectively creating job insecurity and uncertainty among direct reports.
- The investigator could not find evidence of a hostile work environment.

Based on the foregoing, the preponderance of evidence indicates that you violated Board Policy No. 4016 in connection with your employee promotion practices; created, encouraged, permitted and fostered a toxic work environment; and failed to provide proper guidance and leadership in the administration of, and selection of individuals for participation in, the Head Start program. I am aware that, as of the date of this letter, you have resigned from your position of Director of Early Childhood effective July 5, 2019. However, you failed to appear before this office, as required, to be advised of the results of the investigation and of the recommended discipline. Therefore, due to the nature and severity of the infractions and in light of your failure to appear before this office as was required prior to your separation, I have recommended to the Superintendent that the appropriate discipline is your being coded in our hiring system as a "Do Not Rehire". Enclosed you will find a letter signed by the Superintendent.

Sincerely,



Chantay Branch, Director
Office of Employee Relations

CYB/cyb

c: Dr. Joris Ray, Dr. Antonio Burt, Payroll, Personnel File

Business

UNIFIED LIVE

McClendon, Deanna Monta

14676 | Active | |
Director Early Childhood | Pre-K

Employee Search

Advanced Search

Shelby County Schools

2017

Options | Help

HR / Payroll > Employees > Profile > Primary Info

Detail

SSN: [REDACTED]

Last Name: McClendon

Title:

Allow Release: ☐

Address

Line 1: [REDACTED]

Line 2: [REDACTED]

City: [REDACTED]

County:

Phone [REDACTED] Ext.:

User Defined Fields

Sick Bank: ☒

MCS Employee:

First Name: Deanna

Suffix:

State: [REDACTED]

Country: [REDACTED]

Usage: HOME - Home

Status: 0 - Active

Middle Name: Monta

Birth Date: [REDACTED]

Type: MA - Mailing

Address Usage: No items availal

Bad Address ☐

Default ☒ Unlisted ☐ (more...)

Date Joined: 08/04/2008

Email

MCCLENDONDM@SCSK12.ORG

(more...)

Business

UNIFIED LIVE

McClendon, Deanna Monta

14676 | Active | |
Director Early Childhood | Pre-K

Employee Search

Advanced Search

Shelby County Schools

2017

Options | Help

HR / Payroll > Employees > Profile > Additional Info

General

Pin:

Race: 3 - BLACK-NON HISPAN

Start Date: 08/07/2000

Rehire Date:

Seniority Date: 08/07/2000

Tenure Date:

Attendance Calendar:

Directory Job Title: Active Job and Payment

Time in Paid Status: 0 Years 0 Months 0 Days

Location

Campus: 10209 - Pre-K

Building:

Mailbox:

Parking:

Alternate Names

Last

First

Middle

Type

Birth Date: [REDACTED]

Hispanic/Latino: ☐

Termination:

Rehire Reason:

Seniority Order: 0

Tenure Status:

Staff Type:

Gender: F - Female

Marital Status: S - SINGLE (NEVER MAR

Termination Reason:

Sabbatical Eligib. Date:

Seniority Units: 0

Vacation Eligibility Date: 08/07/2000

Bargaining Unit:

Career Ladder:

Years of Experience

@ Merger: 18.00 MCS:

Entry: N/A State:

Total: 19.00

N/A TN Public: N/A

N/A Military: N/A

Other IDs

☒ ID Type

ID

Note

☐ AD - Active

MCCLENDONDM

..._mo.aspx

Shelby County Schools
Online Employee Discipline Referral

05/31/2017 11:27 am

Page 1 of 32

Location: Confidential

Employee: Deanna McClendon

Case No: 5378

Employee Information:

Last Name: McClendon

First Name: Deanna

Middle Name: Monta

Date of Incident: 05/09/2017

Date of Birth:

Gender: F

Address:

Employee Ad: mcclendondm

Employee Id: 14676

Date Hired:

Emp Type: R

Home Phone:

Email: mcclendondm@scsk12.org

Alternate Phone:

School Year: 2017

Job Title: Director Early Childhood

Referral reason: Audit

Progressive Discipline:

☐ Documented Counseling

☐ Oral Reprimand

☐ Written Reprimand

☐ Referral to Labor Relations

☒ Major Infraction

Description of the incident:

Audit

Check Appropriate Action Required:

☐ DCS ☐ SCS Security

☐ SCS Communication

☐ ILD

☒ LR Representative

☐ Not Applicable

☒ Other SCS Departments

Other description: GC, Auditing

Referring Supervisor Contact Number: (901)416-5811

Report Entered By: Priscilla Roberts On: 5/10/2017 7:53:13AM

Hearing Information Management:

☒ Active processing

☐ Closed

By: Michael Woods

On: 5/31/2017 11:23:41AM

Date of Appointment: 05/30/2017

Region: None

Union: Non-Union

LR Decision: Pending

Suspension Start Date:

Suspension End Date:

EAP Referral: ☐

Administrative Transfer: ☐

Last Chance Agreement: ☐

Sent File to DCS: ☐

Interview Notes:

Early Childhood Office Investigation

Staff interviews

Began: May 15, 2017

End: May 30, 2017

Name: Kathryn Bostick, Early Childhood Manager- [REDACTED]

Dr. McClendon/Dr. Harvey related

Office Issues/Concerns

Dr. McClendon [DM] shared allegations of misappropriation with staff & intimidation.

"It was more than once." w/ Managerial staff she has reiterated about loose lips. She mentioned what the allegations are in those letters. She talked to my advisor team once.

Q: Who is on the advisor team?

Advisor team: Bowie, Harvey, Pham, Crane, Hendrix, Payne, Hightower, Spangling, Daniel, & Williams.

Q: Any concerns from within the team?

No. They may express being overwhelmed about work. Nothing else. She has a policy if you have issues you can go talk to her your self.

Q: How is the morale in the early childhood office?

It is low.

Q: Why?

Today it is was not as low as it has been before. We have a heavy, heavy workload. A lot of time you feel like you are working, working. Our communication within the office..... Some are happy and some are negative Nancy's. The combination can lead to having low morale.

Q: Negative Nancy's?

Hendrix one of one least paid advisors and she does a lot of work. Harvey makes more money than me as an advisor. Pham does not get paid as much as others that work hard.

Harvey gets paid as much as me and is not a team player. @ Banquet, she said she had things to do. Field trip she said had other work.

Harvey is always pushing back to why we can't get things done.

Hendrix works hard to get things done.

When you people who make more than you and don't have as many buckets [meaning working load] as you.....it is hard. Harvey does not have as many buckets. But she seems to have more privileges. Part-time ppl feel that they are not as important.

I know that is what makes low morale in our department. We have a hump day is dip day to help with morale and fellowship.

Ppl who sit and see ppl get away with not doing as much work... it is a slap in the face. It's hard for ppl to see other get compensated for doing as work.

One is not being paid where she thinks she should be. I have one advisor being paid more than me.

Q: How would you characterize DM's leadership style?

Honest I think she is to nice. I think she wants anyone to like her and get along with her. I think that is why she allows someone ppl to show up at minimum. She should be firmer across the board.

If it was something that I was supposed to do she will get on me differently. She will lean more toward some ppl who will get it done. But it can cause the morale issues.

Who are the some ppl you are referring too?

Lovelace.

He is Headstart manager/director. I have 3 grants and bout to do Fund 1. If it is something Headstart needs, my expectation is to make sure they all run well. He my get off with not doing something and I have to pick up with the work.

The K-2 team all work to capacity. My team 9 advisors and 5-6 just started in last year.

Harvey used to be Director... With that experience I should be able to depend on you more. She is allowed to get anyway with the minimum. DM would allow her to get away with stuff because she was demoted. She does not like conflict. I tell her sometimes you have to have conflict to keep things rolling and be firm. Because she has ppl who get it done, it allows other ppl to not get it done.

When you are not expected to still not rise to the top... You know that someone is going to pick up the slack. Some are okay with it. From the Managerial staff: Lovelace (Father figure to me.. Love him).

Sallie is K-2 manager. She can get it done like I can if not better. She ppl either don't know how or just don't. Harvey if she does not want to do it she would.

" Well I don't have time for your attitude. I will talk to Dr. McClendon." She should have gotten written-up. Referring to Harvey

Q: Do you have the autonomy to write-up Dr. Harvey ?

Because she is the type of person, who is waiting to blow things up. The way that I deal with ppl..... it is so much work it is minimum. If I would have wrote her up nothing would have come from it because DM does not like conflict.

Do you feel like DM supports you from a managerial standpoint?

For the most part yes. If I would have said she needs to go to LR, she probably would have not sent her. I have worked for Harvey since 2010. She likes to push buttons.. She was my Director.

Because she feels compassionate for her being demoted that is why she does not say anything to her.

If ppl showed up with different attitudes it would change our culture.

I feel like she does support. She is more of a ppl pleaser to me. When principals call she will try to give them the world.

Q: Do you feel your relationship with Harvey is strained because of the demotion?

No. I don't feel like we have a strained relationship. We can usually talked our issues.

Q: Tell me about your impressions of the staff meeting?

It made me feel untrustworthy. It said she was intimidating. Her door is always open. She said, don't talk about it in the street. Come talk to me. It made it leery of the ppl I work with.

Q: Who within the group maybe disgruntled?

Harvey or Merriweather. They are both friends. They say one thing and do other.

Harvey is still hurt and is resentful of the demotion. I don't think it ever cleared since the merger. She has said how can we be expected to do all this. I would say Harvey when

you were director we were expected to do the same thing. I worked with her 7 years... I noticed her body language. When things are not right, she sometimes has smirk on her on her face.

@ Copy machine.... Bowie asked Harvey was the info (flyer) hers she said no. It was Merriweather.

On the outside nobody seems that angry or disgruntled if you went over there right now.

Although it could be {disgruntled employee} from someone who is happy or go lucky.

We had MCS, SCS, and Shelby County Government merged into one department. Some ppl are being territorial.

Sometimes I have to have a tune up.... With colleagues. But once we sit down it is... Small scale... large scale some ppl feel like they are not as esteemed as other groups.

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

Yes.

Tell me about that?

Usually, what happens when she tell someone to do something or they don't do it. It is not enough consequences. There are times when they didn't do what she said or challenge her. She will go back and fourth with employees.

Samantha Vail, walked out one time and said I can't do this right now. Vail was asked to do something and then she would switch it and not do it. DM will get frustrated and yell.

Yell like?

I asked yall to do it this way.

Build up....

Demonstration given regarding volume of yelling.

Is that the first time?

No It seems like I remember doing that maybe last year sometime.

When she yelled at Sam, she came back and they did talk. They were both calm. She she yelled she asked her to listen to what she was saying. They were back and fourth and it

escalated. Sam was being insubordinate. She said I can't take and left. They talked the next day about professionalism. When she yelled it was like do you hear me know.

The other time it was more about a situation and not necessarily about a person.

Q: Does DM openly indicate that she has favorites? Privately?

No.

Q: Do you think that other ppl think you are DM's favorite?

I don't know. They probably think that I am not afraid to have courageous conversations with her. She will get on me like anyone else.

She has ppl she is more comfortable around: Me, Marrow, Smith, Crane, Payne. Her managers..... She knows their capabilities.

She puts her stock in the same ppl. If she ask ppl to do stuff they when get it done.

If you have more buckets.... The more important that you are. I think it goes back to getting the work done.

Q: Buckets and compensation...??

Yes. I know it is not based on what the work is. If I had a different attitude I could say the same. It boils down to who can get the job done.

We have had conversations about expectations and it not being fair with compensation. Ppl want to get paid for what they are doing.

Managerial team: 2 managers that can get it done and 2 that struggle but she still loves her team.

Struggling: Lovelace and Theresa Todd
Likely to get it down: Sallie and Bostick.

Q: Privately?

No not to me. I can see why someone would say that. She does not like conflict and wants everyone to like her. If Dr. Harvey wants to go on PD she can go anywhere she wants to go to keep down with.

Because She is legacy SCS she is more comfortable with legacy SCS ppl.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

No. If there were anybody that who didn't go as much work as Dr. Harvey does and probably dislike it would probably be her. Harvey. She was demoted and she always gives her the benefit of the doubt.

DM has gone above and beyond to not show any restraint toward her.

Q: Do feel Dr. Harvey is still scorned?

Yes. But she will not say as much with me. I will say remember when you are doing this...

- So kind of... she will know stuff is going on..... Internal District information. That is why I am a little leery of how I manage her. Instead of going black and white... I will just go talk to her. We have that type of relationship to talk like that. She will not talk to about District stuff to me....

She will talk to Ms. Bowie.

- Harvey knew that someone wrote a letter about DM before DM addressed the staff about it.

Bowie is the closest person she is close too, if anybody. Ppl don't like the face that she has a decreased workload. When Harvey is not a team player it effects others.

Q: Do you feel that DM is manipulative? How?

No.

Q: Do you feel targeted treat you unfairly by DM? How?

No.

Q: Do you feel that employees who are not loyal to DM are on her bad list?

She does not have a bad list. But it is really no consequences. Nothing is going to happen.

There is nobody who I would say is not loyal. You could come to our office and not know. That is why I am leery now. They don't openly talk.....

Q: Any constructive criticism for DM?

Progressive Discipline...

Q: Who often has DM written an employee up?

One time, Sherri Walker, when we first merged they got into an argument in front of parents. I think she wrote them up. I don't know a time she wrote anyone up.

Q: Can you tell me about Susan Pittman role in the early childhood office?

She is a PT retired person. She basically does what we need her to do. She sits in managers meetings. She works close with Lovelace. She was point person for screening team.

Big buckets stuff. It is a head start position working with Family and Community Engagement.

Pittman was brought on to help Lovelace get more organized and to keep things with some order.

Q: How are her responsibilities different from Lovelace's?

She is kinda like she is an assistant with some thing. She is more of support to him.

Leadership?

I could see why someone would she why she sits on managerial meetings. But she has no decision-making authority.

She is more like an assistant. I see them working together.

Q: Is Pittman a part time or full time employee?

PT. Retired Principal. She works maybe 20 hours. We they are retired they cant work a lot.

Q: How would you characterize Pittman's engagement style?

She is very sweet... Helpful and nice.

Q: Who is the Fiscal Manager?

Theresa Todd.

Q: What is Theresa Todd's role in Early Childhood?

Oversees all the money, grants, fiscal components.

Q: Does Ms. Todd's daughter work in Early Childhood?

She used too. Jessica Todd.

In capacity?

She was a data entry person. She would work PT. She would enter kids into the system.

Who hired her?

I guess DM. That is who does the actual hiring.

Q: Who does Todd's daughter report to?

When she left she reported to me. I cant remember who at first. Then all PT ppl started to report to me. She would get her work assignments from data entry team.

Data entry started reporting to me.

Manager of Data Entry team?

Lovelace. They fall under Headstart Compliance team.

Headstart has many different components. They had double reporting. They had to get use to change of working together. DM had to start reporting to me.

Did Jessica ever report directly to Theresa Todd?

No.

Q: Has DM hired people for the positions w/o posting the job? Who?

My job was not posted. The rest of the ppl were.
2014... At that time my comp was not right. She contacted Quentin Robinson. She was moved to an Executive Director. She was the manager. When we got Headstart grant. He told her that he could move me into that position.

All of our fulltime positions are posted. PT positions are not posted. She works with T'shanie Payne.

Carlton Jones, she got him for TP as a PT person. We need like a delivery person. Taking furniture with health regulations to move stuff. It started out as two Pt positions. Carlton was promoted to a warehousemen position. We went through a interview process with that position and he was selected.

Q: Who has recently been promoted in the Early Childhood office?

Laterally moves.....

Craine was instructional advisor and now Mental Health Compliance Advisor
Chanda Morrow Project support assistant and now environmental health advisor. (Health Start Gant)

Both went through interview and selection process. Advisors have sat in on the interview team.

Q: Was the opportunity for promotion made known to staff?

It was posted. Jobs were posted. My job was not though.

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

No.

Q: Ever made negative comments about staff/Board Employees?

No.

The compensation piece makes it stressful. Poor morale. Need EAP to visit & work with Early Childhood Department.

Name: Chanel Sallie, Early Childhood Manager, [REDACTED]

Q: How is the morale in the early childhood office?

Low. I think there are several factors. Compensation piece. We have some I heard get paid more than others. You can be an advisor with same caseload and they get paid more

Every one is not held to the same expectation and carrying there wait. Buckets. 25 buckets and 2 buckets. Person has to help person w/ two buckets if they don't get there work done.

We run from schools to schools. We are not in the know. Communication issues between the teams within the office. Cause the morale to decrease.

Pre-K advisor 33-34 teachers.
K-2 1188 teachers with 6 ppl.

I might not have time to meet consistency.

Only meetings consistency every Monday. (Headstart)

6 in managers meetings. Thurs or Friday. We meeting in teams but never as a whole.

More in-house meeting before meeting with collective partners. But time is problematic.

Q: Pay and workload discrepancies?

All advisors have the same teachers to support. I am talking about other big buckets.... Projects....

I have heard that Dr. Harvey was able to keep close to or same salary. I was coming in as an AP. I came in at a higher rate than colleague. It is my personal experience that I made more than the person next to me.

There are a couple of them like that.

Big Buckets:

Sallie

Hendrix

Pham

Craine

Payne

Bostick

Don't have same expectations:

Lovelace

Todd

I get that you have to get the work done. I person who gets the work done gets the most assignments.

Lovelace, Todd and sometimes Bostick but she has a lot will not complete assignments by deadline.

Bostick gets stuff from Head start as well. She has to pull start from Lovelace as well. If he does not carry it out it will be stacked on top of her.

Q: What about Dr. Harvey?

She supports classrooms. Additional work big bucket, community partner selection & enrollment. She has a whole team working behind her.

It looks the same every year. You have to tweak and revise somethings.

Q: What you say her workload is skewed compared to everyone else?

Yes.

Q: What controls her workload?

DM. Buckets we get come from DM

Q: How would you characterize DM's leadership style?

I have had talks with her about being to nice, to lenient, need for follow-up, more consistent.

Survey: clear expectations. She read a few of them and that was the consistent message.

I think that when it comes to leadership, it has been working because she has been putting the right ppl in place to support the work. I think that being nice can come back to shot you in the foot.

EX: 27 buckets and someone 2. At some point you have to make it fair. We should all have the same expectations.

She does not like confrontations. You can't let ppl think that they can get by with whatever they want to do.

EX: If someone is arguing in the office. You need to say something and call them in the office. She agrees that she should call them in.

We have had some ppl be disrespectful. Thelma Tate and Sharon Tate going back and fourth. I don't know if DM addressed it.

Sharon Tate and Lisa, Sharon Tate and Samantha Vail. Now they are all in the same office space.

I had a situation with Todd's daughter used to work PT. She used space in the office. She fell asleep. I went to her direct report, Bostick. She addressed it. She spoke to Todd first and before talking to daughter. It happened again and teammates recorded. I spoke to DM about it and I don't know what happen.

To you knowledge what has been done to address Ms. Tate behavior?

I helped her get a form together, like a written reprimand. I think it was used I don't know.

Q: Tell me about your impressions of staff meeting?

Some of them are unproductive. We walk away still not sure of our next steps. But

we just finished a book study. 5 dysfunctions of a team. That was suppose to be a morale booster. We did activities and staff felt good about that.

If it is a staff meeting with gatherings information are unproductive. Part of it is we have gone so long without having a meeting it is overload or overkill. The large staff meetings.

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

Not during a meeting. I have heard her yell and hit table after a meeting toward Dr. Merriwether. I was not in meeting with Head start, in office space, I heard her yelling. I heard it was to Samantha Vail. During the meeting... It was still going on.

Q: Have you ever heard her curse at anyone?

No. Maybe to me... Professionally. She probably had reason to. I don't take things personally. "Hell Sallie just do what they told you to do shit."

She has a very high pitch, corky voice. She talks loud and she will not realize it. She has a high pitch voice.

I have not heard her curse someone out in large staff meeting. I know she yells. The today she was with Dr. Merriwether. That was a yell.

Head start meeting. I heard her project her voice over someone. Like when you talk over someone.

Q: Does DM openly indicate that she has favorites? Privately?

I don't think she has favorites per say. She knows who will get the work done. It may appear as favoritism, but it is really about who can get the work done.

Being favorable is not a perk to me.

Q: Privately?

No. She has said, "she knows who her worker bees are. "

It has been notated, in the office, they try to bring up the SCS/MCS type of thing. Most of our hires have been SCS. Me I taught in MCS first then SCS. She did heavily recruit.

Hendrix,
Someone from MS also came in.

Bowie, Harvey, Bostick to her team they taught it was SCS ppl.

They recent advisors came from Ridgeway Early Learning.

Who is the they?

Bowie and Dr. Harvey. That was there temperament.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

She does say that she does not like a person. She has said that she does not care for some ppl work ethics. We are suppose to do for the kids and make our program successful. It is that there work ethic is not the best.

We did have they issues until we started reporting to Dr. T.

Dr. T and Dr. Ramierez were not on the same page. I advise her to keep Dr. Ramierez in the loop.

When we email someone we have to email God and country. I am learning that ppl don't talk and communication with the District.

No communication with direct reports to their reports.

I have a good report with Dr. T. She like Bostick. But I don't think she has that relationship with DM.

They were all on the same level at one point and DM would always get spotlighted by Dr. Ramierez. We would make sure she is gonna shine when she goes to meeting.

Early Childhood would get spotlight often. That may contribute to tension between Dr. T and DM.

Dr. T does not have DM best interest. The moved K-2 funding under Rita White and did not notify DM. It was suspicious.

Please fix that and fix it immediately. She has total high regard for Bostick and I.

Q: Do you feel that DM is manipulative? How?

I don't think she is manipulative.

Q: Do you feel targeted by DM? How?

No.

Do you feel that employees who are not loyal to DM are on her bad list?

No. It is about the work ethic.

Q: Who would you say is not loyal?

Harvey, Bowie, Todd, Merriweather. Webster.

Merriwether knows how to get information about of Lovelace.

Q: Can you tell me about Susan Pittman role in the early childhood office?

She works PT. Help keeps Lovelace on trace and support all managers that need her.

Q: How are her responsibilities different from Lovelace's?

I am unclear about. I am not really involved with Headstart.

Q: Is Pittman a part time or full time employee?

PT.

Q: How would you characterize Pittman's engagement style?

She gonna make sure she can help you in any kind of way. She keeps the managers organized. She was a plus and much needed help.

DM needed like a personal assistant. She helps Lovelace and DM too.

Q: Who is the Fiscal Manager?

Theresa Todd.

Q: What is Theresa Todd's role in Early Childhood?

Finances, Budgets, Grants

Q: Does Ms. Todd's daughter work in Early Childhood?

PT, Data Entry. Enrollment takes place year round. She had two PT data entry.

Q: Who does Todd's daughter report to?

Bostick.

Q: Has DM hired people for the positions w/o posting the job? Who?

The only position I know of the was like that was Ms. Bostick. DM moved up at the start. When I first came in. Bostick was already doing everything. Bostick moved into the Pre-K manager.

Did that cause any problem within the office?

I hope not. We needed someone in the position who knew what they were doing. She was working in that capacity with the most experience.

I don't think anyone cared. When she announced it, I think everyone clapped. We were still very small.

I still had to interview and apply. PDG Preschool Expansion Grant. K-2 I wrote protion to support the Pre-K.

Nobody ask can y'all move over.

Q: Who has recently been promoted in the Early Childhood office?

Hendrix and Craine.... Most over. Posted and interviewed.
Pre-K advisor- education advisor
Pre-instruction advisor- Compliance Advisor Head start

Q: Was the opportunity for promotion made known to staff?

Yes. They were posted.

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

No. School Board is very supportive of Early Childhood.
Clashing with Dr. T. But she still supports Early Childhood but there is something going on between those too.

Q: Ever made negative comments about staff/Board Employees?

Yes. But I think the negative comments were warranted when they were said. She is not only that does that.

Our K-2 piece is a huge collaborative with other departments. She decisions are with other Departments not the best decisions.

You never wanted to prepare our second grade teachers... Boot Camp.

Dr. T and Rita White. She has had some round around with ppl in School operations. Principal wants to move a classroom... But Pre-K is another ballgame.

With Bostick and Sallie.

Name: Dr. Carolyn Harvey- Pre-K Instructional Advisor [REDACTED]

Date: May 16, 2017

Q: How is the morale in the early childhood office?

Pretty low. I think ineffective communication. The way that we are talked to by administrators. Superiors. I think just overall how the day to day operations. Lack of planning and it becomes an emergency. Chaotic.

It is in an emergency state on day to day basis.

Meeting are threatening. It goes back to the communication.

Meeting have been cursing, screaming, hitting on tables. Professionalism.

Administrators?

Dr. McClendon- Once I was asked to be on interview team. We scheduled interviews, I was on site eating lunch, one person showed up early. She wanted me to stop lunch and start interviews. She came back and she I am not playing with you. She grabbed me on the elbow to come on like a staff.

There have been letters sent to ppl in the building. There have been letters sent to this building. Fresh starting the dept. Cursing.

One occasion, colleague called me, crying..... I thought some had died. She said that DM had screamed at her. The way she was talking to my colleague.... She was distraught.

The fresh start puts ppl on edge and brings the morale down.

Q: Did you hear DM scream at your colleague?

No. Merriwether and Samantha Vail. Ppl heard it.

Q: Did you hear the situation with Ms. Vail?

No.

There are 4 admin. Lovelace, Bostick, Sallie.

Sallie is always professional. Lovelace is pretty professional. Bostick has never yelled scream, cursed, or hit. DM has hit tables and crying and shaking. Bostick can be kinda unprofessional.

If you bring up a situation in the classroom, she will say I don't care. DM is abusive. We have maybe 7 advisors. The culture has been set up as divisive.

DM will purposefully take 3 to lunch and leave 4. Those who are left will be like why didn't you go.

DM will give one colleague a task to accomplish. Next thing you know that another colleague is there. She will put another colleague with you because she does not think you will get the job done. It causes confusion. The motive and spirit behind it

We are talking about ppl who are on the same [level].

It is how you find out about it and why???? If I see a colleague doing something that I ... It causes confusion within the dept.

Consistently hiring ppl she knows.

- Hiring godmother of her child. Child at her childcare.
- Positions being created for someone who is doing the job.
- HR ok'd it.
- Job created for someone to be in higher position...It is not need.
- She goes on vacation with these ppl and then they are promoted.
- Ppl not qualified for these position. Put you in it first and then I will justify it later. - Shanda Morrow, accountant and now she is health and safety advisor when Merriwether was already doing that work.

Ongoing seeing ppl moved into positions. It is your buddy or friend.

Who is Godmother of her child?

Susan Pittman.

Jobs create jobs. I am legacy MCS. There was no creation of jobs. The jobs were already there. I knew when I was Director.... You had a coordinator and secretary. You knew....

In this case, Merriwether, Compliance Advisor, was already doing the job. Shonda Morrow. Sometimes ppl that are doing the same.

Going to Essence Festival... Caribbean Island.... (Marrow and McClendon went together)

Then all of a sudden, Morrow is doing health and safety and Merriwether is doing the job. Then a job is posted. We know that Marrow is going to get it. Then it creates the confusion and low morale.

Another red flag, advisors have been trained in CLASS. We test teacher's effectiveness. We are already doing that work. Then we have email that Wright and Counsel have contract to do the work. They are not certified to do the work. DM creates a contract for two ppl who don't know the work. The work is specific.

They are talking about the contract has not been fully executed. We do need help with some work. We need ppl to do some work. It is not unusual. Like Ms. Wesley.

Counsel works with Head start and then contracts with the District.

Q: When you were Director, how would you select who you contracted with?

Based on qualifications. I went and got Freddie Payton and another lady.

Q: So you selected the ppl based on whether they could do the work?

Yes. Contracted principals to help with TEM. It is rare that I would contract without the team telling me that we need help.

Conflict of Interest: See Gregg's notes.... Contract with District. Wright is in policy council....

Q: How would you characterize DM's leadership style?

Donald J. Trump. Why do I say that??? I see. I love my colleagues. I see you hiring and selecting. If you are on the interview team, we know who we are going to pick.

Q: We you in the meeting?

Yes. Head start Advisor position. Gordon and Heidelberg. We knew she wanted a particular person. 3 years ago. We knew....We had some cursing.. cohering to change scores.

Gordon, Heidelberg, and Harvey encouraged to change scores because the director wanted a certain person.

Alicia LaFluer.... Bowie and Daphne Swift. Who she want to be hired.... Lin Pham to be hired.

Was Pham evidently hired?

Yes you better believe it. We got the PDG funds.

Farmer was a technology person. We already had tech. ppl. They were trying to have a place for Ms. Pham. She will evidently be our technology person. Created jobs...

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

I remember one time, I was in here inner board room. She was yelling, cursing, and hitting the table.

Bowie, Hendrix, and maybe Sallie. Pham

Q: Does DM openly indicate that she has favorites? Privately?

I am thinking I am gonna say no in a minute. She makes comments. She will just make comments.

What do you mean by comments?

She will say, Len Pham she is really smart. It has not been with words but it is the perception.

Sallie is our Michelle Obama.

It is about the perception.

Not too many challenges.

Not her favorites to me, Bowie, and Bostick. We are the 3 blind mice.

We saw a pattern occurring: Bowie, Bostick, and Harvey were advisors hired from MCS. Sharon and Thelma Tate hired from MCS.

DM and Sherri Walker. What we saw was everyone being hired was legacy SCS ppl being hired and they didn't have the credentials.

Sallie said that she didn't know anything about early childhood when she was hired.

Legacy MCS ppl were not hired. Hightower, Theresa Todd were hired.

For years, it was just SCS ppl but they didn't have early childhood experience and no EC certification.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

It will be in the form of Lovelace and Bowie. She will say, so will not be here long. She will start targeting ppl to be in someone place and they are not going anywhere.

Especially with Ms. Bowie.

Webster... She would set-up Morrow to take Webster's place. That is the conversation.

She will say that openly...

Week of so, some ppl can retire like Mr. Lovelace. I will be on the interview team and some off y'all will not be hired.

When?

May 8, 2017.

Present?

Lovelace, Merriwether, T. Tate, S. Tate, Harold, and Susan Pittman.

Merriwether told me that ppl like Vail does have a degree... If we fresh start. We would not get our jobs if letter did not stop.

Bostick's meeting:

Supt. would Fresh start if letters did not.

Q: Before the May 8 meeting?

Yes, Before Several months.....

Q: Who was in the meeting?

Hightower, Spratin, Yvette Williams, Malika Anderson, Hendrix,

She has mentioned it before with Thelma Tate, Tate, Vail.

Q: Can you tell me about Susan Pittman role in the early childhood office?

Really good question. Ppl are added to staff. Rarely occasion when staff is introduced to Early childhood. Her putting ppl with ppl that is what I see. We found out that Pittman is compliance manager on website. But she is PT.

DM said in break run that this is Payton god mother.

I will see her with certain ppl. I have seen her with Hendrix & Lovelace.

She is in a lot of different places. Employees and there task. She will ask me a question about screening and ask Staci about education. Merriwether about policy counsel.

Q: Is Pittman a part time or full time employee?

PT

Q: How would you characterize Pittman's engagement style?

She has warmed up I think. We don't know. They know me as education advisor. If you don't know what she is really doing. I guess she don't need too. Office is right across from mine.

She was assigned to lead our staff meeting. One staff member raised, hand at said who are you, Deon Stovell.

She was conducting staff meeting and we don't know who you are. I can't tell you how long she had been there. She was never formally.

Q: How often would you say that you all have staff meeting?

A staff meeting regarding the head addressing us. I want to push it ... we can have spare of the moment meeting.

Formal meeting that have planned twice. 16-17 SY. Others have been book study. Pittman or Bostick would like those.

We are not getting directives or follow-ups. It is the most chaotic in my 29 years with district. We are on top on each other.

I want to talk to HR. We are loosing teachers because of the morale and lack of communication and coordination.

It is nothing for 5 ppl to visit a classroom in one day. Sea Isle, during walkthrough, Ms. Wesley, principal, being contracted, we are both doing the same form.

Teacher are frustrated 5 ppl in one day is too much.

We have to ask about intent with teachers... We have to try to get ahead of it... Especially, without certified teachers. Most are leaving Early Childhood not the District. I don't want HR to take ownership.

That threatening manner transcends to the teachers. The delivery of the message.

Keep the classroom like this..... It brings the morale down.

Q: Who is the Fiscal Manager?

Theresa Todd

Q: What is Theresa Todd's role in Early Childhood?

She is the accountant. We have several funds. VPK, PGD, Head Start, County Commisioner.

Q: Does Ms. Todd's daughter work in Early Childhood?

Yes.

Theresa Todd was her daughter boss.

Q: Whom does Todd's daughter report to?

Theresa Todd.

Mattie Harris and Lorrie Webster.

Olie and Deborah Wallace (quit) manage downstairs fiscal.

Todd's daughter and another young lady maybe did clerical helping roles.

Todd manages accountants and fiscal. That is what I think.

Q: Has DM hired people for the positions w/o posting the job? Who?

Yes. I want to say that Ms. Bostick's job was not posted. She is a manager. Ms. Generatte was educational advisor left Staci Hendrix took that. It was like a lateral move.

I believe that she post most jobs but the majority of them we already know who is going to get them and she gets them.

Q: Who has recently been promoted in the Early Childhood office?

Shondra Marrow, she was clerical, we really didn't know.... Now she is an advisor.

Theresa Todd was promoted from accountant to manager.

Sallie was promoted to advisor and to manager. I love Chanel.

Q: Was the opportunity for promotion made known to staff?

No. I am sure it was posted. You got tell interviews were going on. But we already knew.

Regina Payne was not hired. Ramierez said she could not come. But we got some funding, we know who's coming. Or after somebody leaves.

She has had a guy friend, Facility Dedric Pits, was her friend. When Shipp was dismissed. She told others he will not be without a job. He is collaboration with the playgrounds.

Bostick and Merriwether.

K-2 Manager.... Did you know?

I am sorry I don't know dates and month. It was said in some meeting. We knew.

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

She has stated that the District does not want Head start on numerous occasions.

Q: Ever made negative comments about staff/Board Employees?

Yes sir. She has talked about Dr. Ramierez. Cynthia Alexander, Dr. Toarmina.

It has been every boss she has had.

In a meeting, Budget meeting that Todd called in Feb. 2017, something in reference to Dr. T giving her a hard time in regards to approving travel. Harvey I am going to get you to help me with some of the travel. In regards to her not treating her fairly.

She was planning on writing an email RE: preferential treatment.
Cause of my sister is the head of OPM in Trump in Administration.

Dr. Alexander and Ramierez was dumb and didn't know what she was doing.

Who?

Bostick, Sallie.

Board Members:

Love- does like me "DM". She is after me.

She has lied on the Supt. "Fresh Start"

Travel request or vacation request?

District Black out dates.... She blackout dates later. She once had black and would not approve.

Pham went to S.F. and California.

For me, I asked early on to go to San Juan Port Rico for a Early Childhood Conference.

Who went to conference?

Merriwether, DM, Jake Allen, Mary Palmer, Lovelace.

Dec. 2016

I knew she was not gonna let me go. That is why I started early.

She has been generous in letting me go since then.

Chicago and New York.

I have an issue with how money is budgeted. That meeting was a budget req. meeting for Theresa Todd. There was some discuss about building the budget.

Todd does salary and benefits.

I thinking that you don't build and budget for the next school year. We spend more to spend it not because we need it. Writing with tears was purchased because we need to spend to money

She would go to Bowie like we need to spend this money. We would have time

I found a list of head start playgrounds that were not completed. Levi

Allegation is that is was paid without it was completed. Please talk to Mattie Harris. She said that the work was not completed.

Todd and M. Harris kept pressuring Morrow is it completed. Morrow would not answer. Todd got a call from DM. She was on speak phone. When I direct you to do some do it and don't question it.

Brian Wright Policy Council member of Head start this is a problem. I don't know about Palmer she is a community partner. I know Wright is a conflict of interest.

Contracts to do PD with CLASS within the district. But we are already doing it. If you are going to get someone why him.

Name: Dr. Alfunsia Merriweather- Pre-k Instructional Advisor [REDACTED]

Q: How is the morale in the early childhood office?

Morale is probably a "1" on scale a 1-10. It changes over difference periods. It seems. Like it is getting better. Then it will spiral into something that we all know what it is.

What

Nature of diverseness, non -trust, intentional favoritism. Intentional unfairness. It is pretty out in the open. Everyone sees it and knows it.

Q: How would you characterize DM's leadership style?

A lot of things that happen are very unprofessional. I think part of ... Every has there own perspective of what they think they are. If loyalty is who you operate with everyone and everything falls from there. If you not loyal to her you are probably going to be mistreated.

Some of that loyalty may feed into that her thinking that you are suppose to tell on other ppl or join the loyalty group to her.

Some are totally loyal to her... They get the favoritism. They may join in the unfair treatment of some ppl.

Group of loyal ppl or group that is disloyal?

Loyal: Rhonda Beason, Shanda Morrow, Bostick, Todd, Pittman, Craine.

Disloyal: Harvey, Bowie, Merriweather (I am probably in between... I am kinda neutral.) Samantha Veil, Hendrix (outspoken).

If you attend a meeting and question her you will be [disloyal].

It all appears intentional... But the person may have never received the proper training with knowing how to run a department. I don't if she was equipped to run this department.

Q: Tell me about your impressions of staff meeting?

They are pretty one-sided. The staff there is kinda there to just listen to what she has to say. There is not a lot of dialogue. Staff does not want to appear that they are not listening or falling in line to what she says.

There are many times when she will take your duties and give it to someone else. But the person who is doing the job is left out.

If that happens with me, for instance, I will go tell the person that DM has asked me to do this. But most of the staff will probably not do that. But then they that she will probably remind that she told them to do it.

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

Confirmed that DM has yelled and cursed at her. I was going back to the get information for DM. Staff member asked for information. She yelled across the whole office, "Dammit Dr. Merriweather, I told you to get that information."

Bostick, Bowie, Sallie.

I don't remember who was in the office. Lovelace and several others came into my office. My feelings were hurt. Lovelace told me not to worry about it. He asked if I need to go home. I said, I needed to get my barons together.

Then she came into my office, 15 min. later, I gave her the information and she said that she was sorry. She said that I know you can take me across the street if you want to.

I said it is not about taking you across. It is about the nature of the behavior.

She keep saying that I know you can take me across the street.

When?

Two (2) years ago. First directed at me.

There have been little outburst of raising voice but nothing like that level [with me]. The incident that I talked about was completely across the whole place. I did end up going home because ppl were consistently coming into the office.

General yelling or cursing at other employees?

Yes. If you try to get clarity. She will have an outburst and some banging on the table. Sometimes at the specific person asking question or at the whole group.

She is like that with Vail. She gets very upset with Vail when she is talking about

getting in trouble with Headstart regulations and grant.

Child + Data; DM yelled at Vail and hit the table. Vail got upset and she that I need to go because I am having some high anxiety. I need to go home because I am having an anxiety attack. DM said no you cannot go. Then she just sat down at the end and was still crying. DM continued the meeting and later after DM was talking about Ms. Vail. She called me the office and said that it was Vail fought.

DM mentioned to Beason, other ppl in the group, and me.

When did the incident take place?

About a year ago.

Meetings, she will say someone wrote a letter and it went across the street. Y'all came from Shelby County Government. That is what y'all used to do over there. She accusing us before of a history with another agency.

Another meeting, she said I know that they did that [letter/complaints] at Head start at Shelby County Government.

That kinda changed how we felt about this. We felt like we will never be accepted within this department.

When?

About a year ago.

Then the conversation, that the Supt. Don't like the letters being written, the Board told us who is written the letters. We gonna fresh start, ppl gonna loose job.

Fresh start us. We don't know what that mean. I guess the letters are normally anonymous. I guess that is shared with her. Then she will have the conversation

About a year and half ago. We have had a few meetings like that.

It happened again recently, 2 weeks ago. It was not the full group. It was Head start group.

Attendees @ meeting: DM.Lovelace, Craine, Pittman, Vail, Sharon Tate, and Karon Harold.

She mentioned something about a letter, they (Supt and Board) were tired and Supt. Didn't want the Head start program any more because there were to many problems.

There have been a couple occasions may have said that you may not have done that or handle it that way. I think Chanel Sallie is one of those who will go to her like that. Sallie may have told her to come talk to me on the day of the incident with me. Pittman likely can talk to her too.

Q: Does DM openly indicate that she has favorites? Privately?

I know if give it to Rhonda she will take care of it from A-to Z. Pham is also one of her favorites. -

DM has said to me, she will give it to Ms. Pham because Asian ppl are smart than other races. Probably has said it to Mr. Lovelace.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

She probably has expressed she does not like Harvey. Openly in meeting she has expressed that Harvey, Bowie, & Lovelace can retire. Recently two weeks ago, that Lovelace could retire.

Harvey and Bowie can retire. Has said the Lovelace is at an age that he can retire. They have been in the district for a long time.

Did they appear to be disturbed?

They just turn away or put their head down. Look away. They don't verbalize it.

I was nervous about this. When we try to address stuff it always comes back. Whenever it comes to her it always come back. She will be like keep it because I ain't going no where.

She said that we are going to fresh start the department and I am gonna pick the ppl that I want.

No ppl are just sitting around like when they gonna come and tell us to leave. 2 weeks in Head start meeting with Harold. She told her to go tell the Porter leath group the same thing.

When there is a letter she say I not gonna be in trouble they told me who wrote it. Like no matter what I do I will always be protected.

Outside person and he will do the interview and they will let her do what she want.

The staff that is kinda loyal are those who have been put in positions.

Who are ppl she put into positions?

Marrow, Pittman- she oversees everything in the PT staff. Other ppl but they were probably qualified to be put into positions. Like Dr. Craine. She will know who she wants to put in positions before HR process is put in place in a fair way.

Marrow was a clerical to an advisor. She has an accounting degree. Clerical to mid-management with the other advisors.

When DM made the announcement who was gonna do it before the job was posted. I said to Lovelace that he needs to be careful. Saying that she is in the position saying that she is in that position before the job was posted.

Lovelace talked to DM about being careful about calling her that position because it does not exist and you are openly saying who is in the position.

Q: Do you feel that DM is manipulative? How?

Probably. Sometimes what she will do. What she will do is use certain ppl to help sway them in that direction.

For example, we had a staff and parent banquet. We knew it was gonna be from that group from a loyal group and of course it was. It was Beason and Pham.

If she wants to purchase something, if it is coming from Head start budget, if it is not allowable from federal dollars. If she knows that I am not in total agreement. She will go to Lovelace to try to persuade me and come up with a persuasive way to do it.

We have policy meeting every month, includes parents. During the meeting, sometimes the information maybe presented in a way that is not completely accurate.

Say Porter Leath, may purchase something from Wal-Mart with the credit card. But you have to purchase from the vendor and get it in bulk. We would go to the meeting and not explain it to them like that. It would be changed to the policy council a little differently.

Have you seen it happen first had?

Yes.

Did you report to anyone?

Yes to Mr. Lovelace.

Did you talk to DM about it?

Yes. She will say will take that out. Don't present that yet. This is what we are going to present.

She will say something like we are not going to share that with them. I tell her about what the regulations say. But if she tells me no we are not going to then. I then I say okay well that is a directive.

When is the last time DM asked you to change a report?

5 months ago.

I request more oversight with spending with credit card. Now, it looks like the purchases are more justifiable.

Once questions came from counsel members she tell changing the process of how they submitted the receipts.

Q: Do you feel targeted by DM? How?

Yes. I think we {Headstart} all felt targeted when she gave us a mean talk about how that should stop. I said that to her. I said that was offensive to single us {Hardstart} ppl.

She said well that is what the history with us over there at Shelby County Government.

After the first outburst, I think she is careful about how she treats me. She will reference it {not in a bad way}. I know it change your perception. I say that It has not change my perception of what I am suppose to do.

I remind her that the reason we are here is bigger than her. She will quote that to staff.

Q: Do you feel that employees who are not loyal to DM are on her bad list?

Yes. Because they are left out of information or special projects that they are not included. For instance, planning for the banquet, like there were other staff that may have wanted to be part of the process.

Lovelace probably would have wanted to be part of the planning. He said he was not asked to be apart of the committee. He is the Headstart Director and they were using Headstart dollars. He should have been in the loop.

I have advised him that he needs to be apart {because of his role w/ Headstart}.

Banquets 3 weeks.

Q: How is the workload and the distribution?

Oh no. It is not even. Someone may have there duties and they will be given someone else duties. She may fell that that person can do it better. She will get the person who she is loyal, too.

Who has expressed work has been taken?

Harvey has said she always work recruitment. Now other ppl we working on it. I had a piece of it. It was a lot of chaos around it.

Issue with Print shop- there was a clash with Pham and Harvey. I completely removed myself all together and let Pham just doing. DM asked about it later and I said my part was given to someone else and she said oh yeah I did give it to Pham.

Wendy Snow expressed frustration because both Harvey and Pham were going to express multiples changes.

Harvey later said either I am on it or I am not. We did not meet the deadline.

Is there a sprit of collaboration within the office?

There is a sprit of non-trust. I probably should not talk to this person cause it will get back to DM cause you will be on the list. It is kinda like that.

Q: Can you tell me about Susan Pittman role in the early childhood office?

She is DM's go to person. She puts all the agenda together. She sits in on all the management meetings. It looks like she is in the role of Headstart Director. Such she does things that Lovelace would.

Takes minutes and things that your manager should do. She does it all.

Lovelace's frustration is able how he is left of out meeting and decisions made by the administration team.

All decisions are made by DM but she may ask his opinion with Headstart.

Is Lovelace and DM on the same level?

No, she is the executive director. But he is over Headstart.

Does DM have the right to make decisions without Lovelace's input?

Yes.

Q: Is Pittman a part time or full time employee?

PT

Q: How would you characterize Pittman's leadership style?

I find her to be helpful. She mostly does what DM asked her to do. She is professional.

Q: Who is the Fiscal Manager?

Theresa Todd.

Q: What is Theresa Todd's role in Early Childhood?

She oversees all the fund sources. She has a staff that works for her. Head start-
Mattie Harris

Q: Does Ms. Todd's daughter work in Early Childhood?

Yes. I think she was clerical and completing applications.

Q: Whom does Todd's daughter report to?

She reported to Ms. Todd. She would direct her activities. It was Ms. Todd's daughter and 2 other ladies.

Sometimes me or someone else we would have to check with Ms. Todd to see if she was going to be there.

I am not sure who signed her timesheets. Physical work I think she was with Ms. Todd.

Unless they were reporting to the person who keep payroll. Sherri Walker. She only keep there time.

Would Ms. Walker be familiar with Ms. Todd's daughter's work?

Yes.

Who else might know?

Vail & Beason. Also, Ms. Thelma Tate. She kinda knows what the PT workers are doing.

Q: Has DM hired people for the positions w/o posting the job? Who?

Morrow. She just announced that she was going to be the person who was gonna get the job. Before the job was even written or posted, it was known that Morrow was gonna get hired.

There was an interview.

Did anyone else indicated someone was more qualified?

If you said in on the interview you knew who she wanted to hire. It was kinda wrong, but we just said that and asked the questions and went from there.

There was another time, I sat on an interview. Todd had worked with someone with more experience. I share with DM this position needed experience. DM did take the advise that time. Todd was also advocating for the person. Chanda did not have the experience.

Was the person ultimately hired?

Yes, Loretta Webster.

Q: Who has recently been promoted in the Early Childhood office?

Rhonda Beason and Shanda Morrow. I want to say Ms. Pham but I am not sure. I don't know she is operating in some different duties.

Q: Was the opportunity for promotion made known to staff?

No. We just looked up and they were promoted.

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

Yes. That has been expressed. They are tired of getting the letters. If we keep the letters up the board will not accept the grant again.

She does not have favorable opinion about Stephanie Love. Love is very open and has history with Headstart.

She was a parent with Shelby County Government. She severed on the policy counsel. She [Love] keeps them informed when they are not getting informed. She comes to policy counsel meetings and questions DM and she does not care for Love's approach.

She maybe unsure or unclear about information. She is not fond of her.

At one Board meeting, Love asked a question, and DM had to explain herself.

Lovelace, Me, and Routhier went to our cars. DM and the other were talking about Ms. Love. You will hear the other group in the office make comments about Love. I assume that they are getting the information from DM.

Love is the only one who questions anything.

Q: Ever made negative comments about staff/Board Employees?

Only about her supervisor. Dr. T and Ramirez. They don't know what they are doing. It started out

Dr. Alexander did not anything and her school was a failing school.

Tramina.

Q: Have you heard DM make comment about Vail not having a degree?

Yes. During last meeting 2 weeks ago. She was saying she does not have a degree and would not be make this type of money someone else.

Last meeting:

She was saying how each one of us got there.
She said Vail, didn't have all her paperwork. She is the baddest Child + worker out there. But you don't have all your paperwork

About the letter and fresh starting, they don't there because of her.
She was reminding us of our roles, if I had to interview everyday, if we fresh start, if she is not there, the next person who is there may want the person to have a degree.

She said they already told me that I would have to fresh start this department and she would be sitting in on the interview and select the staff that she wanted.

Alsya Griffen didn't have a job and she gave her an opportunity.

The previous Monday we have a new person to start. Olive Hankins,....Morrow said that I am advisor now and DM placed me in it and gave me an opportunity.

Vacation requests:

I guess that is how the persons sees. Rhonda and Shonda Tate were hired and went on vacation. They could not have accumulated the time to go on the trip.

I normally do get an opportunity to go on a conference. I have not experienced that personally.

She maybe selected. There maybe people who have been denied.

Harvey asked to go on a conference denied.

Merriwether, Lovelace, DM, Policy Council Members [Parents].

Does DM have personal relationships with staff members?

Shonda Beason and Rhonda Morrow. They are friends. They party together.

Trips?

New Orleans. It is not a secret. The staff knows. They have pictures. It is not a secret that are friends.

It is not all bad there are some good things going on over there.

Name: Yvette Williams

Hired: 12-1-2016

Instructional Advisor,

Hired by DM.

Q: How is the morale in the early childhood office?

I feel like we have a good rapport. It is a team approach. Tasks have to get done. Everyone helps out to get the job.

4.5

DO you feel supported by DM?

Yes.

Q: How would you characterize DM's leadership style?

Very supportive and when she give you task. She does not micromanage you. She supports you along the way.

Q: Tell me about your impressions of staff meeting?

I see them being professional. I see people being respectful for the most part. You can give your feedback. It is an open door policy.

Have you ever been in meeting when DM talked about letters being written about the Early Childhood Office?

No I have not.

Fresh Started?

No.

Have you ever seen any w/ colleague?

No

Colleague be unprofessional with DM?

No.

Great:

Team approach, - support.

Improvement:

I can't think of anything.

Communication?

We have staff meetings, emails and updates.

Who is your supervisor?

I report to Cathryn Bostick.

Name: Regina Payne- Pre-K Advisor

Hired: October 6, 2016

Q: How is the morale in the early childhood office?

Varies. There are two types of ppl in Early Childhood. Three started around Payne, Daniels, Williams.

Advisors who have been there a year or more have different perspective.

We will like they don't realize how good they have it. Anonymous and set your schedule. Etc.

Those that have been there since the merger tend to gripe more about having to do some things.

Who?

Staci Hendrix- always complaining.

Dr. Harvey- outwardly; I have seen her not outright challenge but do back and fourth with her. It is not respectful but it is close.

Have you seen her be insubordinate to Ms. Bostick?

Not outright. They will disappear sometimes. Nobody is written or any consequences to actions.

First supervisor should bring it to there attention.

Do you think that Harvey hold some resentment?

That is a strong possibly.

Q: Why?

Because of the dynamics. I think she takes advantage of the situations something. I don't think Bostick likes conflict. It is unspoken and

Hendrix will come late and leave early on regular basis. I can't tell you if it is has been addressed. Just by my observations.

Generally you report to work by 8:00. 8:15 am they the quiver. You have flexibility.

Q: How would you characterize DM's leadership style?

I think that she gives you a task and expects it to be done. She is not one that will stand over you to make she it is done. She has an open door. She will call you and say that I need you to get it done.

I don't think she likes confrontation.

Q: Tell me about your impressions of staff meeting?

They vary. Sometimes we have advisors meetings with Bostick. Generally, we have an agenda. Then we have a whole divisional meeting with Porter Leath. Discussing goals, getting ready for meeting.

Sometimes they fuss.

What do you mean?

That may not be a good word. I mean reminders. These are the goals, this is why we are going in this.

Have you ever observed her be unprofessional?

No, curse or calling out the names. She is passionate about children. Never disrespectful.

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

I have not witnessed. I have heard ppl say that she might use a curse word. I have not witnessed it.

Do you feel like the workload is evenly distributed between advisors?

Yes and no. We have schools and side buckets. One advisor has mental health advisor, Craine, and she was during two buckets. At schools and a side project. Pham is advisor and she does technology piece.

Staci is an advisor but she does visit schools anymore. She is over Istation. Typically she is in the office. Her workload does not seem evenly distributed.

For the most part everybody works well together.

At times, Harvey will delegate work to some of the other advisors. Pham will ask some of the other newer advisors. They may try to take advantage of some of the advisors who is straight out of the classroom.

Do you think that Harvey takes advantage?

I don't see a lot of with her.

Does she lend her experience/expertise to the team a lot?

No. If I go to Bowie I get a more thorough answer. I think it is about just being more familiar with the work.

Do you sense some divisiveness within the team?

Yes. I think it goes back to the original team. We have Head start, Advisors (EC), K-2 team and finance. Then you have Bowie & Harvey (worked together for years) and Merriwether.

Craine (Feet in both worlds) and us who have been there less than a year. Craine and I have worked with DM before in old SCS we crossed paths.

Ppl don't necessary trust where you stand. I think some of the fallout still exist.

I don't know of a way to change that the way we are currently setup.
I think the us vs them is an undercurrent that is still there.

Work well:
Collaboration among team members

Differently:
Technology piece; the way information is disseminated with the forms. IT – not taking advantage.
Communication- times we don't the projects that are going on. Detail..... More Collaboration with C& I. We don't always see what we goes into the K-2 side.

Positive Paul's:
Craine
Bostick
Morrow

Negative Nancy's:
Hendrix
Tate, Thelma
Harvey

I don't interact w/ Merriwether. She talks to Harvey and Bowie. Craine and Pittman.

Bowie I don't hear her say a lot of negative stuff.

Q: First start?

I have not heard her. Tate has asked me have I heard about it. About two weeks ago, Caine mentioned that DM told them that it may be a possibility.

I don't think ppl felt that... But I was not there. I can't say myself that ppl felt threatened.

It is common knowledge that it has been letters written. I know from the general conversation.

DM has said to other ppl that folks are writing these letters.

Name: John Lovelace

3 years w/ Early childhood

Head start Director- Strategic Manager of Early Childhood Services

Q: How is the morale in the early childhood office?

I think morale is low to be honest with you. I think some of it has it with the discuss we were are doing today.

Some people feel left out. It has a lot to do with management

Staff is more comfortable having some structure, lanes. Specific and direct functions. It is some what of an unorganized structured.

You may have come in as an HR person and they you are doing classroom eval. 40-50% of the time. It feels unstructured.

How do you feel about communication?

Self-assessment... We do need to improve the communication. We need to keep staff abreast of what is going on. Parents.....

Q: Involved?

Different management have ppl way of going about things. The way you manage has something to do with things. There are some cultural things embedded.

I have not seen as much criticize intergraded in the work.

Ppl not following protocol or being response to the needs. Same with county government not just school system. It may be a cultural thing for the city.

Q: How would you characterize DM's leadership style?

Everybody has the way to lead. I love her like a daughter. Everybody does not coach baseball team the same way. I would not be critical. We will disagree.

Delegation So staff have more responsibility that they should have and some don't have the lanes that they should have.

I have not seen anything unethical, immoral, or illegal.

I am not gonna go specifically. In my case it is getting better. Fiscal involvement and engagement.

EX. Org. chart and ppl not under my prevue doing other things and not what they are suppose to be.

As supervisor you should have more say-so of those ppl in your span of supervision. It blurs the line..... It can minimize the person who in the supervisor. In my case it has started to improve.

I am feeling more comfortable now than the first 1 year and ½.

Q: Tell me about your impressions of staff meeting?

There is not a lot of contribution for others. We are not gathering information to help with planning, etc. No feedback.

The agenda is establish but without input from our stakeholders, etc.

May 8, 2017

Q: Fresh start comments?

Fresh start was mentioned. I thought oh my God you cant. I would not have said that to the group. Unless

She said ppl complaining sending letters. The district is tired of it is has to stop. writing We will fresh start the whole division everybody but me.

You are trying to use scare tactic to get ppl to fail in place. I didn't fell uncomfortable because I am on the tail end of my career.

She said that Mr. Lovelace can retire. The rest of yall may have more difficult time. She point out that Sam who does not have a Bachelor's degree. But she is the best child + person I know.

Sam was hurt. I was intended to be a compliment. It did not come off to the person as one. I had to explain that to the person. She called me the next day or that evening.

I had never heard of fresh start until maybe a 1.5 ago. Probably first time it was said

in that manner.

First time w/ the use of scare tactics?

Yes.

We have not done enough of introducing ppl. Referenced my not see some stuff being a higher up...

Q: Hiring?

Rubric and scoring. Best candidates were hired. Have the always had the skill set for the job. That has not always been the case.

If you want to promote from within. Hopefully that is how you build staff morale and consistency.

We don't discuss it with our policy counsel and they approve it.

Pressured to hire certain ppl or change scores?

No. Never been said to me even in passing.

Overall do you think the process?

No. the Process is follow. But Fair is a different thing. If it was fair then the person with the skill set would have hired. But with trying to promote within

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

Yes. At least 2-3 times. She was yelling at an employee. Merriwether on a couple occasions. She apologized.

Vail and she was truly hurt. It was done in front of a group of ppl. It cause them some anxiety

Do you think that her behavior was unprofessional?

Yes. If I would have done it I would have felt totally.

Staff felts scared to engage because of DM possible reaction.

Do you think that staff of DM?

I don't think they are scared. I think that are cautious in terms of engaging.

It has changed last 3 months. EX. She does not insist on being on every meeting.

I think it is about control. It has to be a level to trust w/ a person's skill set.

Meeting: Shared discuss/conversation. Unilateral

It has been said to me... Not to give push back during the meetings. Procedures or Policy.

Q: Accountability?

Yes and No. The more you do... The more you have to do. Some others not being.....
Dr. Harvey, Debra Bowie, Dr. Merriwether (but it come to trust).
Until the last 3-4 I would say I was not involved in enough.

Ppl like Bostick seem to be overworked. Work seems like it could be given to other ppl.

Q: Does DM openly indicate that she has favorites? Privately?

One thing that is a downfall... She is to sharing with too many ppl. She will say this is my go to. Some folks will say that I am one of her favs.

Yes. I seems to be like opportunities.

Head start has a lot of PD opportunities. I think it is not evenly distributed.

Advisors.....

Bostick, Merriweather, Lovelace, Morrow, Harvey (3), Craine.

Harvey complaining about DM. It is my feeling that there is an attempt to appease her {Harvey}.

Susan Pittman has gone a lot. She is very helpful and beneficial.

Why is there a need to

Questions about Harvey's behavior.

I think it may have something to do with reducing salaries.

I think Harvey was one of the highest paid Advisors. Salary was not reduced. I don't know if it was successful. That was happening when I first got in.

Harvey vs. DM?

Yes. Definitely. Part of the problem is that they both have had the same job. I think there has been some conflict.

The merger didn't help that.... It has always been a contending point on both.

Q: Do you think that dynamic contributes to the morale issues?

Yes.

That maybe [conflict] at the forefront of the morale issues.

I think that Merriwether has been pulled into this. I told DM not to hire her. Spend a lot of time together. Changed where ppl can it. Salary staff

She kept mess going at our previous job.

-Those two have join forces. [Merriwether & Harvey]

Relationship is not the best between Harvey & DM

Q: Do you think she [Harvey] lends expertise to the team or Depart?

No. She probably could add more value to the team.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

I think it is obvious. Put I don't think she has publicly stated. You she who she thinks who is loyal.

Ref. Bowie

Not a lot of love or belief in in terms of loyal and performance: Merriweather & Harvey

Q: Do you feel that DM is manipulative? How?

The whole thing with fresh start is manipulative. We all have. 1-2 occasions.

Exempt vs. Non Exempt employee lunch....

Name: Samantha Vail

3 years with Early Childhood; Pre-K Program Assistant.
Data Compliance Specialist; with Federal Grant

Q: How is the morale in the early childhood office?

I don't think it is very high.

Any contributing factors?

Some many different departments. One department many not know what the other department is coming. Depending on what department your in you can feel left out.

What you say that communication is part of the issue?

Yes. I think communication is the biggest thing. How we communicate with each other.

Do you feel that the work is evenly distributed?

The ones that I work with I think so. We deal with data, compliance, monitoring, child place.

Overall?

I don't know. They have there own meetings. In my department, the 3 of us work well.

Q: How would you characterize DM's leadership style?

Let me see how I can put it. I think that she is a very strong willed person and sometimes it can come off strong toward staff. She wants us to have the top program in the country but sometimes it comes off strong in the message that she sends out.

Example?

I have been in a meeting with her several times and she has lost her way with her tone. But After it happened it went to her and talk to her about how it made me feel. I didn't think it was necessary. She has done that with me in meetings getting upset.

When was the last time?

I think it was last year. It may have been early part of this school year. I cant remember exactly.

We were having Monday meeting, talking about enrollment. I was talking about the

way the files are setup and it got out of hand. Out contractors were there.... I remember it being warm.

I was speaking about the regulations. I have been with Head Start 21 years. I was only trying to give input. I don't know what it is about me.

I have to be so careful not to say anything. I didn't know anyone before coming there. I work extremely hard.

The last time we talk she apologized and said that she was sorry. I forgave her and just continued to work.

How did she respond?

She got upset and she screamed and hit the table. She told me not to say anything else and I didn't.

Witness?

Compliance team. Griffein, Sharon Tate, Lovelove, Merriwether, Marrow, Contracting Staff. Harold-Porter Leath.

I was so embarrassed.

I am responsible for Porter Leath confidential files is awful. She apologized and I accept that. But you don't talk to people like that. I was just stating about the regulations.

Do you think that DM is receptive to feedback?

She will say it is pushback or a different option. But sometimes you don't want say anything....

It should be a way to come together and talk about it.

Is it fair that DM is not receptive?

Sometimes it works for some ppl I guess.

Q: Tell me about your impressions of staff meeting?

WE follow the agenda... The last word is DM's. She dictates what happens and what does forward.

WE have not had that many staff meetings lately. Normally, every Monday....

Q: Have you ever heard Dr. McClendon (DM) be inappropriate with another Staff member?

Dr. Merriwether... I was in the hallway. She was so upset. They were saying in a meeting, that DM screamed at her or something. She was visibly upset.

They were in the boardroom and I was on the other side in the hallway.

I went to check on her and she was crying saying that she was going to go home. I talked to Merriwether after she said that DM had apologized.

That was prior to what happened to me. I don't remember exactly. I am sure about that piece.

Have you ever seen her hit another table?

No.

Profanity?

No not toward. She may have used a curse word or two in some meetings.

Q: Does DM openly indicate that she has favorites? Privately?

She has not indicated it. But I feel like she does.

Q: Actions?

I know that they Beason and Marrow go on vacations together.

She put a lot of Hendrix and Pham. Bostick is the Director so she has to trust her.

With the Shelby County Government you could volunteer. But here they are selected and there is a team. That is how some ppl could be left out. It could just be here style.

Q: Has DM ever openly indicated that there are staff members that she dislikes?

No. Sometimes I feel like I am not liked but I try not to take it personally.

Q: Do you feel that DM is manipulative? How?

I don't know because she rarely talks to me.

Does she ever bring up the incident when she talks to you?

No. But she has referenced in a meeting. It was something about a letter. She was talking about a ppl writing letters. She mentioned about hitting desk, that was about me. It was about some letter that someone wrote anonymously trying to get her in trouble. I am not a coward. I did want the Bible said to do because you offended me.

I don't know nothing about a letter. Cause It keep coming up.

She was saying that will take everyone's job. She will still be able to work cause she still has a teacher license.

Q: Was one of the meeting on May 8, possibly at Monday?

Yes.

Tell me about that meeting?

She also picked out ppl and what they bring to the table. She even mentioned me. She said that I was the best Child + person she has known even though she does not have what she should have on paper.

Sharon Tate works so hard..... And a couple new staff members. Olive.

When meeting was over I went to her office but she was on the phone. I was concerned about the statements that she made.

If I am so great she will Call Atlanta. But they will say they have be

My personal education had no business being mentioned in that meeting. I don't know if she even thought about what she said was not right.

She does not know my story and what happened at the end of my college career. I went to her 3 times. So I went to Mr. Lovelace. He never said anything else.

About a week later, in the parking she said did you come to my office to talk to me. By then I was over it. I told her I was working on enrollment.

She probably still does not understand what she did. I am being singled out like I am writing letters. I want never do that. Anyone.

I give the person who is writing the letters something else to write about.

I did recognize that you saw me come to you office. [referencing the parking encounter.

I think she means well but I don't know.

Did she mention anything about fresh start?

Yes. If they come fresh start the staff will be gone. She will have to get her management team. She will be the one to stay. But if she is gone she still has her teaching license.

Lisa was so nervous like me.

It is almost like it was a threat to the person who is writing the letter.

They were saying someone called over to Operations. They person called there friend who they Golf together. I didn't know what she was talking about I zoned that out because I don't know anybody or wrote a letter.

I don't if she was saying Mr. Dorsey Hopson. I don't know.

We were suppose to meet on the 17th. It was of campus at American Way. It didn't take place.

She has talked about letters in a staff meeting prior to that.....I have heard her two about letters twice this years.

She talked about pretty much the same stuff. Losing there jobs. District thinks that they we are silly for writing letters. They think of us as bad ppl.

Q: Do you feel targeted by DM? How?

NO. I don't think she necessarily target me. But if we are in a meeting I don't know what happens. I am big on following regulations. I know that the Head Start grant is new for SCS.

Again I don't see her that much.

Do you feel that employees who are not loyal to DM are on her bad list?

I don't know. Bridges came over and did team building. In her group, just listening to her group.... She said if she was going off the cliff she would expect her team to go.

I was like then there will not be anyone to tell the story.

Q: Can you tell me about Susan Pittman role in the early childhood office?

She works on different projects... Works with Lovelace. Takes minutes and etc.

Q: How are her responsibilities different from Lovelace's?

Yes. He is Head Start Director and I am not sure what he title is. I know he needed some help with filing and getting stuff together. He does not have an assistant.

Q: Is Pittman a part time or full time employee?

PT

Q: How would you say her engagement with the team is positive?

Yes.

Q: Who is the Fiscal Manager?

Todd.

Q: What is Theresa Todd's role in Early Childhood?

I never see her unless she needs numbers. Other than that I never see her except in passing.

Q: Does Ms. Todd's daughter work in Early Childhood?

Yes.

Q: Who did Todd's daughter report to?

When she first came she work with us on the data team. I had to sign her time sheet. I didn't think that was may responsibility. Then she may have went under Merriwether or Bostick.

Did she ever report to her mother?

I don't know. Ppl were saying that but I don't know.

Q: Has DM hired people for the positions w/o posting the job? Who?

I don't know.

Q: Who has recently been promoted in the Early Childhood office?

Shonda Morrow.

Q: Was the opportunity for promotion made known to staff?

I am not sure.

My co-worker, Sharon Tate, seems to know everything.

We don't know about new staff until they get there.

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

Not saying it like that. She has said, that whole is writing the letters is not good. Or they will give the grant away. It will just go over my head. I know nothing like that can happen without

Tate has said that if something happens yall will be the first ones gone. Especially to Alicia.

I think when they said it is just so ppl don't go across the street.

When the said go to LR this morning, it almost killed me.

Q: Ever heard DM make negative comments about staff/Board Employees?

No. She would say that around me. She does not really talk to me.

Additional Comments:

My co-worker and I first came and we had our own office. Once the new ppl, high levels, it concerns me that 4 of us are sitting in a bank vault with all the stuff for this agencies.

To give it to advisors who are often not even in the office was terrible. We handle all these federal dollars. I already have anxiety. It does not make any sense.

What we do is like federal taxes to the government and we were moved out to a little area.

Name: Dr. Deanna McClendon
Director- Early Childhood

Interviewed by Michael Woods and Gregory Glenn

May 30, 2017 @ 10:00 a.m.; Concluded at 12:01 p.m.

Concerns: McClendon's Management

Q: How is the morale in the early childhood office?

I would say it was initially about a 7. Problematic going back to the merger I actually was hired to be Early childhood manager. They cut our staff 3-5 lost positions. Cut 6-7 classrooms. A lot of unease and unrest.

Angst in the department. Same investigations with the previous department. There was a fresh start.

There was someone ill will. The staff still had residual hard feelings.

1.5 year later, we received head start grant with Shelby County Government. I had to bring on board a new team. Fears about losing their jobs.

Back to back merger. Things were about a 6-7. Then moved to about 8-9.

When compensation, realigned our division. Things changed. Ppl was supposed to be leveled up.

Some with less time and experience received more money.
Some that I work circled around not receiving same money or share.

We don't have time to play games, or send them to LR. The rest of the team has to produce.

They don't feel supported by me, HR and comp, and why is everybody not made to do the same work.

The instructional advisors are required to do more than say Social Studies or Math advisors. District says we have one model. I filled out papers to have those advisors to be highly specialized.

Currently, I would say the morale is about a 2. The letters have put some undue stress. Someone is attempting to whistle blow on Deanna but it causing stress on the team. Right now I would say a 1.

Q: What would you say contributes to the morale issues?

Compensation and secondly my ability for me to hold everyone accountable. I have a difficult situation. The previous Director is on my team.

Ex. Sherri Walker and Dr. Harvey had a verbal altercation At Lucy E. Campbell in front of parents. I gave both a verbal counseling. Harvey had me coming to LR. Branch had Harvey and I come to LR.

I could not let her stop the work. I knew that

I just don't say anything to Harvey. I give it to someone else or do it myself.

Head Start Director Lovelace can only be removed by policy counsel.

Frequently the staff, looks at Lovelace's actions, he will take breaks and go get coffee.

I do speak to ppl one on one. Ppl want some consequences.

Have I had conversations about Lovelace's performance. It is not my personality to get in front of crowd and demean them.

Compensation. My leadership style and holding ppl accountable is not what they prefer.

CDA course- Lovelace said what it be a conflict to this provider another conflict. I took the CDA CONTRACT and went back to the attorney that does the contract and asked her.

I never went back and told the ppl that this vendor has multiple contracts with the vendor. Etc...reference

My staff biggest complaint is that I don't hold my staff accountable.

Q: Tell me about your impressions of staff meetings?

We have several different staff meeting.

Monday- Head start compliance meeting. There was not any movement or traction. Head start is very difficult to administrator. Some ppl would argue back and fourth (Vail and Merriwether).

A lot of times if I would say that I have the last word. They would still have something to say.

Vail after being told not to. Still went back and did what she was told not too.

Friday meeting- we have ppl who will continue on verbally. Harvey, will frequently oppose supervisors. Vail will do a lot of pushing back.

I think that discourse can be good but you need to know how to pull her in.

SC Government had a hierarchical way/system to doing things. I have an open door policy. Anyone can come talk to me. They like to just do one thing. Teacher example.

Q: Do you think staff members are giving an opportunity to give feedback about the work or projects?

I think they do because they do great work. We have a phenomenal team. Staff members execute at a high level. They knock it out the park.

EX. We do recruiting every year and reflect after it is over.

Q: Do you think staff members have an opportunity to express opinions in meetings?

They do. But what has happened they have made of staff members cry. Then I have to make a hybrid of two. But I have ppl who want it to be their way.

Q: Staff members crying?

Merriweather, and vail.

EX w/ Merriweather- Dr. Ramirez was asking about information. I sent ppl to get information. I raised my voice at her. I apologized to her later. I had conversation with her.

Q: Did other ppl witness it?

She was standing in doorway. It was about 2 years ago.

Vail frequently cries. Lovelace makes her cry. If things do go her way she will cry or not participate.

If Lovelace does not give them there way, he is the bad guy, son of a gun and For McClendon [Vice versa].

We did not have this until we got the Head start team.

Benson has called saying she wants to quiet. I have had to talk her of the ledge.

Q: Have you ever yelled, cursed, or beat on a table during a meeting?

We had an occasion. Vail called and said that I know you are concerned with me. She said, Merriwether called me and asked what happen. She made me feel like I should go to LR.

She [Vail] said, "that I just want you to be careful."

Q: Hitting table?

I did. (Demonstrated how she hit the table.)

She (Merriweather called maybe 3 ppl.)

I did give Vail a verbal counseling. We have a long history. Vail called me to report conversation that had been had with her about a year ago.

Q: Have you ever had conversations with staff about the anonymous letters that were written about you and the Early Childhood office?

Yes.

Q: Can you detail what you recall telling the staff?

In the Head start system, ppl can write letters all the time. The first letter had to do with staffing and credentials. It was on the contractor's side.

Then, then we had to investigate a contractor and report back to the Feds.

First, letter I was shocked. Lovelace said I hope this does turn into the foolish they were sending to Mayor's office. Lovelace said that I thought we were going to start fresh and new. Merriwether is close to you but I want you to be careful.

We have read books/book studies. Exercises.... 3-4 books.

2.5 years ago, Board was getting letters about Porter Leath. We started doing team building.

Merriwether called me and said that Mattie Harris said, someone said I was the person writing the letters. They said it is coming from upstairs. I told her to breathe and if you have not being writing the letters don't worry about it.

I said don't worry about it. I can be removed. The job description didn't require a license and certification.

When I was called into LR said that I don't need you to bully the staff. I said, that this is how the government lost the grant because of these letters.

Q: Regarding May 8, 2017 meeting w/Head start staff.... Degree?

I have not. Lovelace has said to me that she feels intimidated because she only has a HS diploma.

Q: Have you ever made a comment regarding Vail not having her paperwork and being the best Child + person?

No, I have never said that.

60-70 ppl.

Q: Allegedly during May 8, 2017 meeting, you discussed the future of the office, do you recall that meeting and what you said to staff members?

Fresh start- I have always said it if continues on. Beason was crying. Beason said this is how we ended.....

I said, guys we need to get this right. They could come in and remove me and we be fresh started.

Q: Did you threaten the staff with fresh start?

No. I could have said that I can be removed guys and someone can come in and be responsible.

Q: Have you ever said this department can be fresh started if letters don't stop?

I have said it to Merriweather, if the letters don't stop, they can remove me and the department can be fresh started. She was the last person to call me on the phone about the letters. She brought it up to me again in my office.

Why would I say that if I had the best team to begin with.....

Q: Do you recall publicly talking about staff members in the May 8th meeting and there credentials?

The conversation was if this department is fresh started. I said, I could go back to teaching school, Lovelace can retire. Some ppl have young children. My children are ill and I could go home.

Q: Do you or have you openly indicated that you have favorites?

No. I don't have favorites within the office. Ref. going to each lunch... working on projects etc. Nobody has any more rights and privileges. They have all equally taken advantage of me.

{Woods explained to McClendon how staff members can draw the inference to having favorites when distributing the work.}

Q: Have you privately indicated that you have favorites to anyone?

No.

Q: Within the last 2 years, how often have you had to write up or document the performance of a staff member?

I have not written anyone up [since 2015 verbal counseling letter].

Q: Are you familiar with progressive discipline?

Very familiar.

Q: Tell me about Dr. Harvey's performance as an advisor in Early Childhood?

Harvey in my opinion she was put in the wrong. Harvey moved from the classroom to the Director. There was a gap in her knowledge. She was put in an advisor position. It was like she was a freshman. She had directed the work but she had never done the work.

2-3 teachers requested that she not support them [see exhibit]. Her past two ppl (Contractors) had asked to be removed from working with her because the specialist was doing her work.

Q: Did Harvey's performance issues just start this year?

No. To be honest she has gotten better. On scale of 1-10, she started at 2-3 and she is now functioning at 7-8 now in her execution. Maybe, I have mentality that you need to grow ppl.

It seems petty to say that I have an axe to grind with this person. I should not have been put in this situation in the first place. I am not a petty mean person.

Q: How is your relationship with Dr. Harvey?

The ppl that create the most drama and trauma. Are the ppl that talk to me the most. We talk about family, clothes, and shopping. I am never catty or petty. I tell her she is doing a good job.

Do you think she is creating drama and trauma?

Yes. I think we have bone collectors. EX. We have had an accounting temp. She someone said why Harvey and accounting temp, Latrice, in office with door closed and going to lunch.

It was odd that we were doing checkout Latrice, she mentioned that she asked about

800k and what was done. We never had conversation with her about that. Ms. Todd felt that she and Dr. Harvey had been having conversation about that.

Year ago, Harvey was crying about how she had been colluding with Merriwether about the office. Harvey initially went to Bostick.

Harvey told me that she was saying and doing something's that were not nice. She said that in front of me and Bostick. Harvey said that she and Merriweather was working together.

At the conclusion of the meeting, Bostick told Harvey to stir clear. Harvey said that Merriwether needs to admit what she has been doing too.

To Merriwether- I said that we are going to start over and move forward.

CDA- not paying stipends out of federal funds.

Q: Do you feel like work is evenly distributed among the staff?

No.

Q: Is Susan Pittman a part time or full time employee?

PT

Q: Can you tell me about Susan Pittman role in the early childhood office?

Gina Rofter. She said I need to hold ppl accountable. She was a head start guru. I have been in it 4 years but I still a toddler. I have come a long way. Rofter helped Lovelace. But the person who was suppose to be assistant, applied for environmental job.

Pittman was going to be a sub. Principal. For 100 days. I knew her work. We had to beg. We begged Rofter.

I could not get anyone to come in for less than 80-90k.

Rofter left because she was not being paid enough, Lovelace was not caring his weight, and Vail and Merriwether. In her exit notes, she said, I need to hold ppl accountable.

Merriwether had a problem cause Rofter was Caucasian.

Q: How would you characterize Pittman's engagement with staff?

These ppl are such double agents. Bostick loves her beginning there. She has done

everything from answering the phones to whatever ppl need. She is suppose to support Lovelace.

More than one person has come to me and said that Merriweather has problem with Pittman. But to me she says that she loves her.

She has said to Lovelace why is she in there [meetings] and I am not there.

Q: Does Lovelace report to you?

Yes. But that is something else wrong with compensation. In Head start they have to have a Director. In Head start I am an Executive Director.

My job is very undervalued. We have 6K kids.

Reporting structure:

Educational Advisors= Bostick

Head start Director= Lovelace

Fiscal = Todd

K-2 Advisors=Sallie

Q: Who is the Fiscal Manager?

Theresa Todd.

Q: Does Ms. Todd's daughter work in Early Childhood?

Yes. She applied PT. Her daughter did not report to Todd. She was a Child + person. She was responsible to input applications into the system in the summer.

Reference: PT's applicant pool. Specifically warehouse men.

Q: Whom did Todd's daughter report to?

They worked with Samantha and her team. Previous years 18-20 team input applicants a day and they direct the PT's work.

Q: Have you hired people for the any position w/o posting the job? Who?

No, I never had. Those are those urban legends. It is just not knowing how the systems work. All hires have to be approved by the policy council

Q: So what about Bostick's position as Manager?

She is the only one. I am sorry. When we received Hard Start grant. They had to

move me to Director because of the size of the work. They said, I think they did an administrative appointment. I never applied for my job.

I could not post it because it was embargo because the way the Headstart grant was run. Ex. We could not advertise in our RFP. We had to make it look like we were already up and running.

Q: Have you ever publicly indicated that someone was earmarked for a job that was not posted yet?

No. It goes back to Marrow thing. I have had candidates that I like better than some. We have score sheet and vote.

I can remember we were hiring some advisors. I like a candidate. There was one I like and two that they liked.

Q: Have you ever indicated to an interview panel that you wanted a candidate selected for a position before hiring them?

No. When we with there Head start. I did a lot of coaching. With head start you have to have a certain amount of experience. Need highly specialized head start positions.

Q: Have you willing another a position to a candidate that was not properly credentialed or experienced for a position?

No. Everything is feed to the job description.

Q: Have you ever suggested that the Board does not care about the Early Childhood staff?

No. I have not. I think some ppl have been in meeting and approach me about that. I have talked to Lovelace and Merriwether. Board have ad-... meetings and made the staff concerned about the board's comment to maintaining the grant. Even the Supt. Has said that it is a lot of work and is it a good fit for the district.

Q: Have you ever made negative comments about staff/Board Employees?

No. Frequently, you know how Board members have things that are dear to them. Love frequently questions things.

Love, Merriwether, and Lovelace went to a conference. Love asked what do you need. He said that we need someone to help with health and safety. She came back and called me. They said that we are not to talk to board members or accept calls. I let Ramirez know she was calling me.

Love was calling Merriwether and Lovelace. Later Chief Stockton asked for a

meeting with me, Love, and Policy council.

There seems to be a something odd. She [Love] always goes to Merriweaher.

Love in the self-assessment with the Feds, she said that I always hire friends.

When did Merriwether start with Early Childhood?


Merriwether was hired along with the Head start grant. Lovelace didn't even what her to hired. He didn't even recommend her to get the position she is in know. But she was the most qualified applicant.

Q: Have you ever made negative comments about Drs. Alexander, Ramierez or Toarmina?

I have not. Dr. Toarmina and I have talked about this. When my staff has not done something. I believe that there being a reporting system. I believe since Dr. Toarmina came on I think my staff feels less supported.

Dr. Alexander was only my boss for a short time. We got along well

Dr. Ramierez I was one of the few ppl that like her and produced.

	Pittman, Susan G 10770 Active <i>Pre-School Screener Part-Time</i>	Employee Search Advanced Search
	UNIFIED LIVE	

HR / Payroll > Employees > Job and Payment > Summary

Summary

Contract Amount:	\$21,336.48	Contract Length:	198.00	Current Gross	\$0.00	PII
Primary:	\$0.00	Primary:	0.00	Primary:	\$0.00	Re
Secondary:	\$21,336.48	Secondary:	198.00	Secondary:	\$0.00	Mc

[Expand](#) | [Collapse](#) | [Filter](#) | 

Job Title	Job Title	Position Type	Contract Amount	Payments	R
Job Class	Salary Schedule	Position No	Paid to Date	Factor	U
Cost Center	Employee Category	PIRS		Timesheet Hrs	Documer
Fiscal Year: 2017 - Status: CURRENT POSITION					
Pre-School Screener- Part-Time		Secondary	21,336.48		26.9
67 - 12 MONTH - PART...		29251	19,980.31	1.0000	104
Pre-K					
Account No and %: 12-73402-16900-102088-7211-9407					
Fiscal Year: 2014 - Status: PAST POSITION					
Fiscal Year: 2013 - Status: PAST POSITION					
Fiscal Year: 2012 - Status: PAST POSITION					
Fiscal Year: 2011 - Status: PAST POSITION					

Rows 1-5 of 29

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PreK Supervisor

ASHLEY N SELF

Fri 5/19/2017 1:23 PM

Inbox

To: DEANNA M MCCLENDON <MCCLENDONDM@scsk12.org>;

Cc: CATHERINE M DIEZI <DIEZICM@scsk12.org>; MELISSA J LEEK <LEEKMJ@scsk12.org>;

Hello Dr. McClendon,

I hope this email finds you well! I am writing to ask if Shelby Oaks Elementary Pre-K could have a new Instructional Supervisor for the 2017-2018 school year. Mrs. Leek and I have had Dr. Harvey as our supervisor this year, and we have not felt like we have had the guidance or support to be as successful as we have been in the past. Two years ago, we had Linh Pham as our supervisor, and we connected really well. Still to this day, she will check in with us, ask how we are doing, and if there is anything she can do to support us! We would really love to have her back with us at Shelby Oaks! She was a tremendous asset to have, who pushed us to be better teachers, followed up with any concerns we had, and overall just simply cared about us!

Shelby Oaks Elementary wants the 2017-2018 school year to be the best year ever, and I am confident that Linh Pham will do everything possible to make that happen. I want to also thank you for all that you do for us (teachers), Pre-K, and Shelby County Schools.

Ashley Self

Shelby Oaks



To: Samantha Vail

From: Deanna McClendon, Director of Early Childhood Programs

Date: June 29, 2015

Re: Verbal Counseling

This letter is written to discuss areas of refinement for your professionalism and responsibilities. In order for our office to continue to thrive and grow, I need team players that have the willingness to go beyond what is necessary. Our primary goal in this office is to provide high quality service to our students and families. This goal can only be reached and sustained with individuals who share the same vision and goals.

I would like to take this time to address the following concerns:

- Following the command of chain-District is our number one priority
- Responsiveness to authority and colleagues in a timely manner
- Receptive to feedback
- Adhering to timelines
- Communication

I appreciate your immediate attention to the concerns discussed. It is my hope that I see major improvement in the areas of refinement. If not, additional disciplinary actions may occur.

Dr. DeAnna McClendon
Director of Early Childhood Programs
130 Flicker Avenue
Memphis, TN 38112
901-416-3450 office
901-628-6822 cell

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Monday, March 20, 2017 3:11 PM
To: CHANTAY Y BRANCH
Subject: Anonymous Letter
Attachments: Anonymous Letter 12.13.16 McClendon.pdf

Chantay,

Per your request, I have attached the anonymous letter that I received in December regarding Dr. McClendon's leadership. Due to the vagueness, I did not feel the need to submit this to Labor at the time because there was nothing specific enough to be investigated. I did share the contents of the letter with Dr. McClendon and will share the same regarding the most recent letter you received. Please let me know if there is anything else I need to do.

Patricia Toarmina, Ed.D
Assistant Superintendent
Department of Teaching and Learning
160 S. Hollywood Street Room 260
Memphis, TN 38112



March 8, 2012


To: Mrs. Liller Hall,

I am writing this letter requesting to be removed from Mrs. Ware's classroom due to her constant verbal abuse and harassment. At this point, I realize that working with Mrs. Ware is very unbearable. The Associate Director, Mrs. Brown instructed me to assist in the classroom due to several conflicts that had previously taken place. The prior incidents made the classroom a hostile environment. Upon entering Mrs. Ware's classroom, I came in with a positive attitude and very energized to do what was best for the children and their parents. Working as a team, trying to complete assignments on her request is simply impossible. If the task is not complete in her time frame, the abuse begins in front of the children, staff, and parents. Due to her verbal abuse that she initiates daily in front of the children, my classroom management skills are being challenged because of the lack of respect she shows me, the children have lost their respect for me.

My day begins once I enter the classroom. I begin to prepare classroom activities for the day, home follow-up activities, and general up keep of the classroom. As for Mrs. Ware, she is overly involved on the computer all day, every day while giving me orders on what to do next. Every since I've been working in Mrs. Ware's classroom, my life has been very stressful. Sometimes, so stressful my family has to assist me with my three year old son due to the torture that I have gone through with Mrs. Ware. I have spoken to Mrs. Brown on several occasions. Her response was to discuss my concerns with Mrs. L. Hall. On March 8, 2012 @ 10:15 a.m., two children began arguing in the classroom. Instead of Mrs. Ware resolving this conflict, she directed her anger toward me. I was under the impression that this was a temporary move. It is

my opinion that the problem has not been with her assistants, but the problem is with Mrs. Ware. I have reached the inevitable and just can't take working with Mrs. Ware anymore. I am requesting to be removed from Mrs. Ware's classroom or transferred to another center. My co-workers have been very supportive through this time but now they are beginning to feel the stress because of the problems that are taking place in the short time I have been in this classroom. I love my job and the children of Shelby County. Mrs. Ware is simply impossible to work with. I am asking you to please honor my request. 901-304-3116

Thanking you in advance,



Janice Lowe

Cc: Mr. John Lovelace, Director,

Mrs. LaTasha Brown, Associate Director

Mrs. Nethra Weatherby, Union Representative

P.S. All my years working for Head Start I had never been mistreated like this in my life!

August 25, 2012

Dear Mrs. Brown,

I am writing you this letter to inform you what is really going on at Hanley. The staff is scared to come to your office to talk with you we are afraid of the retaliation we might endure. We also know that Mrs. Winder, Mrs. Thompson are close we have heard on several occasions how they address each other by first names and we know Mrs. Thompson would let her know what is going on if we come to your office. Mrs. Winder is not a leader she is not professional she snaps at the staff, she is rude and not friendly. When teachers try and talk with her it is not a pleasant experience and she will threaten or tell you she already go it approve. When she feel like she is wrong she always cover herself. She comes in the class room like she really doesn't want to be bother. Alot of us was really shocked to see her back at the center because of the evaluations we wrote on her and Mrs. Thompson, we started wondering did you read them. She tells Mrs. Thompson everything; we are wondering is Mrs. Thompson still in charge. We feel like she still is in charge. Mrs. Thompson tries to intimidate like she did when she use to come visit with Dr. Taylor and Dr. Taylor let her say and do what she wanted to do. Mrs. Thompson does not want Hanley as one of her centers. She is not approachable, she is not friendly and she always has something negative to say.

When you ask her a question also she frowns and do not want to answer the question. We all miss Ms. Price had been our Education Specialist for two years. She knew everyone weakness and strength and she always encourage the teachers. When she came in the classroom to do observation she always told you what you did good and what you needed to do to improve. She has away to make you feel good about yourself and we miss that someone who really being behind the teachers. She goes over and beyond to help you and does not seem to mind. When three stars came and before three stars came she was very, very helpful she is always professional and knows how to treat the staff. We won't miss Ms. Price back she knows about Early childhood Education.

Winder need to be move to a smaller center ten classroom is too much for her to handle. Staff should not have to deal un professionalism and bad attitudes of Supervisor, Educational Specialist. Please consider the information.

Thank You

Call

Mr. Lovelace I am sending this to you because I want us to get started on a positive note. Don't blame us if we make decisions different from you Latasha Malone in the session said that it was ok not to listen to the person over you. She totally disrespected you and I thought that it was totally disrespectful that she talked about you in our session and if she has problem with you this is not something that should be a part of our session and we would be really upset if our staff did not listen to us. We all looked at each other like we could not believe that she would talk bad about you to all of us in the group. What is this about? We are so totally confused as to why she would bring you up in our session and talk about you like this. I see her in a totally different light now and we were expecting to have a positive session to talk about how we are going to do some good things for the year and we have to sit and hear how she has a problem with the decisions that you make. It is clear that she has no respect for you and how you run this program and the jest of the discussion was simply this "Mr. Lovelace does not know what he is doing and Marilyn and I are going to show him how to run this program since he does not know? Now there may be people that may not speak up but ask the people in the session what happened and if they are not scared they will tell the truth because they are all talking about it. How can you tell a group of Supervisors that it is ok to challenge the Mayor, Dottie Jones and Mr. Lovelace. Now we all know that you let her pick the speaker and have him talk about old people and fat people and there is talk that because she knew the man that he talked about just what she wanted him to talk about which was stuff that she think she is going through at Head Start. Why did the man keep asking her Latasha did I do you good and we all know too that she

had told the man that you are a terrible leader and that is why he said that you are not a leader if nobody is following you and she has told the Coleman man that she is the leader of the program and she is going to get everybody to do what she wants because you are afraid of her because she has Dottie Jones on her side and you know not to mess with her because you are scared of her. Well we don't care about all of that mess but all of us thought that it was weird that she would tell Center Supervisors that it was ok to challenge authority like the Mayor, Dottie and you. We knew this was wrong and we are not going to do this. Now to say I am going to show Mr. Lovelace how to run this program was said in the bathroom and some people heard it and thought how could you be so disrespectful and have such a mean way about your boss Mr. Lovelace. We are all trying to really do good and we do not want to get off on the wrong track with this kind of message and we do not think a management person should be working against the Director and trying to make him look bad and fail no matter what is happening you are still the Director of Head Start. She thinks you are such a dumb man and makes little jokes about what you don't know but we say that you had up before the people at PreService the whole time so we have concluded that she is right and feel that for some reason she is the person that runs Head Start and we need to follow. In all the meetings and trainings that we have gone to we have never heard a management person say that the Director does not know what he is doing and that she has to correct you all the time. Now this is coming from a person that you did nothing about for losing the PreK classrooms. We would have been written up and why was she not keeping up with the teachers and where they were with the tutoring and classes. This is totally in her area and you are blaming the centers

and the teachers. The people at Memphis City School said they do not know why you keep her working with them because she come to the meeting with the Memphis City school people and talk crazy to them and they hate working with her. They said the Dr. Harvey lady and the supervisors don't know why you keep her there because she is so nasty and unprofessional. She is so hard to work with and they try hard to work with her and because she has you in the palm of her hands she know that she can do whatever she want to do and nothing will happen. Do this one thing, just ask the Center Supervisors if they are not scared to say something what she said in the session about you and if she don't respect you how does she expect us to respect management people like you and Dottie. We all and I have talked to several people believe that you don't come to a group and diss your boss like she did in the session. She basically said you don't know what you are doing and she is going to show you how to run headstart. Also what we are finding out is that she don't know headstart herself and she speaks a good game from her mouth like Towanda Smith did when she was with Head Start but there are not actions to nothing. The only reason that telling you this is that we want to see the program move in a good way and if your team is talking about you like this we don't have a chance. It is up to you to get your management team in order so that when they give us directions they are coming from you. It was so sad and discouraging to hear her say what she said and this is a conversation that she should have with you. It was real clear that she does not respect you in any way and she thinks that the decisions that you make are because you are inadequate and ignorant. She makes it known how she feels about you and she is so bold with it that we are starting to think that something is really wrong with her because even if

people don't like their boss they don't do this because how can you lead us and here you are talking about your boss in a negative way like this and how are we going to run a good program like this and now we know why we can't get it together at the center. It the people in the leadership jobs can't function how can we. Wow, you need to do some leadership training just for this one. She has a setup for you.

Everybody know what she is doing but you. Marilyn is loyal to her because she hired Marilyn because she told you to hire Marilyn who also don't have a clue. We just sit back and laugh at all of this and it reflect you Mr. Lovelace. Pay attention and address this mess with Latasha because this matter in the session was totally unprofessional and we have never witnessed anyone come to a session and talk about their boss in a negative way like this and we have been in Head Start for many years and have never seen this happen before. The Center Supervisors are all talking about this so if you want to see if this really happened just ask those in the meeting to tell the truth if they are not scared. We know you will not address so a copy will be sent to Dottie Jones who is over the program so that she know what we are working with. She laughs and grins in front of Dottie Jones and have them all believing that she is a good leader in Head Start but how can a person who has caused the program to lost 5 classrooms and nobody say nothing but if this was us we would be written up and probably fired and all you do is blame the teacher and nobody ever asked this question, What did the Manager do. Just saying if this was anyone but her the person would have been written up. Just like when Marilyn did not have her enrollment, she got a reward and got expensive furniture. We just want you to stop it and be fair and stop giving favorite treatment to your special people. Enough is enough. When someone

get so sure about themselves that they think they can tell staff that you don't have to do what the Director says this is a problem. Ask the people in the session and the discussion was something about Early Head Start and how you did not know anything about pampers and this is something that should have been discussed with you and not about how you don't know nothing. And yes many people were hurt by the mention of age and weight and we know that you agree with these views of the speaker so we did not expect you to see a problem but we never in the past brought someone in to talk to the head start staff and they talked about people are old and say something about weight. You can not discriminate against people because they are older or fat and Head Start had never done this before and we could not believe you were ok with this but we say that you had her running all kind of stuff as you usually do. We are going to speak very loudly and have our facts this year. When all of the session was over we were just kind of "Did that really happen" Just ask some people who was in the meeting and just ask the Memphis City School people how they hate her and feel forced to work with her because of the money. Although I am not putting my name in this letter because we know you will tell her and my year will be a living hell or she will get me fired somehow. If you ask the center supervisors if they are not scared to speak up they will tell you but they know how you are and you won't keep it confidential and it will put them in a bad place.

Center Supervisor

[Handwritten signature]
[Handwritten signature]



Shelby County Government

MARK H. LUTTRELL, JR.
MAYOR

June 6, 2014

MARCY INGRAM
COUNTY ATTORNEY

John Lovelace, Executive Director
Shelby County Head Start
1991 Corporate Ave.
Memphis, TN 38132

Dear Mr. Lovelace,

Please be advised that I have completed my review of the anonymous ethics inquiry received by Mayor Luttrell's office on or around May 16, 2014, alleging that Shelby County Head Start paid the hotel and travel expenses for your friend, Ronald Herndon, to fly from Oregon to Memphis in order to perform training, and no training was conducted. The anonymous ethics inquiry further alleges that you take weekly trips out of town at the expense of Shelby County's taxpayers. I have enclosed a copy of this anonymous report for your reference.

When the Shelby County Attorney's Office becomes aware of potential ethics violations, absent a sworn complaint, it conducts an inquiry and review of the matter. I have conducted an inquiry and review of the allegations set forth within the enclosed report, and after considering the information I gathered, I did not find any violations of the Shelby County Code of Ethics.

Section 18-55 of the Shelby County Code of Ethics provides, in pertinent part, that "[o]fficials, employees, appointees, their spouses, and children living in their household ... [s]hall not receive or use for personal purposes any property, services, or funds of county government unless authorized by law or county policy." If the allegations set forth within the enclosed anonymous report were correct, then your actions would constitute a clear violation of this section.

However, following my office's receipt of the enclosed report, I spoke with you on June 3, 2014, regarding the allegations contained therein. During our phone conference, you confirmed that Mr. Ronald D. Herndon, Chairman of the National Head Start Association, did travel to Memphis around May 9, 2014, to conduct transition training with Shelby County Head Start's transition team and toured different Memphis-area Head Start facilities. You referenced Ron Brown and Alfonzia Merriweather as employees Mr. Herndon worked with during his visit. You stated that Mr. Herndon was not paid for his services, but his travel expenses and hotel accommodations were paid.

When asked about the funds used to pay for Mr. Herndon's travel expenses and hotel accommodations, you indicated that they would have been paid through Shelby County Government's Department of Finance, and the money would have come from federal grant money and not Shelby County's taxpayers.

I also asked you about your own travel and whether any of your travel expenses are paid by Shelby County Head Start. You confirmed that you do frequently travel as a result of your duties as Executive Director of Shelby County Head Start and this travel and all expenses associated therewith are pre-approved by Shelby County Government. You stated that all travel reimbursement requests are then processed through the Finance Department, and the money the Finance Department uses to pay the expenses comes from federal grant money received by Shelby County Head Start and not Shelby County's taxpayers.

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County Head Start business, all money used by Shelby County Government to reimburse you comes from federal grant money, and all of Mr. Lovelace's travel for Shelby County Head Start is consistent with Shelby County's travel policy. Occasionally, Mr. Lovelace does have to extend his work-related travel over the weekend, but this only occurs when it is significantly cheaper for him to do so and is always consistent with Shelby County Government's travel policy. Ms. Jones also approved the training conducted in May by Ronald Herndon, Chairman of the National Head Start Association. Mr. Herndon's travel expenses and hotel accommodations were most likely reimbursed by Shelby County Government rather than being paid prior to travel. Again, the money used to reimburse Mr. Herndon would have come from the federal Head Start grant money.

As previously referenced, Section 18-55 of the Shelby County Code of Ethics prohibits appointees from receiving or using Shelby County Government's funds for personal purposes. If you had been using Shelby County Government's money to pay for your personal travel expenses or the travel expenses of your friends, then you would be in violation of the Shelby County Code of Ethics. Based on my investigation into this matter, however, you do not appear to have violated any provisions of the Shelby County Code of Ethics, or any other laws or policies. I have spoken with four witnesses who have confirmed the training addressed in the anonymous ethics inquiry took place. I have also confirmed all travel you have taken in connection with Shelby County Head Start is pre-approved by Dottie Jones and related to official Shelby County Head Start business. Further, all of Mr. Herndon's travel expenses and all of your travel expenses are paid by Shelby County Government using the federal Head Start grant money and not the money of Shelby County's taxpayers. Federal Head Start grant money arguably does not fall within the scope of Section 18-55 of the Shelby County Code of Ethics, although the personal use of those funds would likely violate other laws and policies.

In conclusion, based upon my investigation into this matter, the anonymous ethics inquiry received by Mayor Luttrell's office around May 16, 2014, appears to be without merit. I have concluded my investigation and did not find that your actions violated the Shelby County Code of Ethics. Do not hesitate to contact me if you have any questions about this matter.

Very truly yours,



Virginia P. Bozeman
Assistant Shelby County Attorney

Dear Mayor Luttrell:

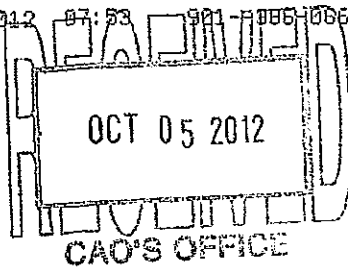
2014 MAY 16 PM 12:17

Harvey
MZ

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Concerned citizen and taxpayer!

RECEIVED
2014 MAY 20 PM 2:19
COUNTY ATTORNEY'S
OFFICE



Harvey
F-I

RECEIVED
OFFICE OF THE MAYOR
2012 OCT -3 AM 11:50

**HEAD START LOSES HALF MILLION DOLLARS AND IT
IS NOT THE FAULT OF THE TEACHERS BUT THE
FAULT OF LETASHA BROWN THE MANAGER OF THE
EDUCATION SECTION FOR HEAD START.**

Dear Mayor Luttrell, I have to share this story with you and I will start at the beginning. When you read this letter you can confirm all of this information by asking to talk to some of the Head Start people if you care to get to the truth. We all know in Head Start that we have been sending complaints to the Union and to your office on how we have been treated and we have come to fact that you may not know all the problems we have been complaining about or you don't care. . Even though we work for Shelby county we are also citizens of Memphis and deserve better treatment than what we get. I am a pre-k teacher in Head Start and what that mean is that I teach in a classroom that we get money for from the Memphis city school program. Well we have been in the certification program for three years and some of the teachers did not get the license after the three years was up. But listen to this, we found out from the Nashville office that some our paperwork was not send in on time to the office and we missed the deadline for sending the paperwork in. Well we gave the paperwork to Letesha Brown the supervisor of Head Start education unit who is over the program and she did not send it in as she was suppose to do and now some of the staff is out of all this money for going to school to get the license and we did not get it because she failed to send in our paperwork. Now did she get in trouble with Mr. Lovelace for this because anybody else in the program would have been fired for making a big mistake like this. The people over at the Memphis city school office told us that we would have the license but because she acted like she did not care what happened. The Memphis city school people said that they hate working with her

a problem with Mr. Lovelace or the management staff and that was all talk because she never sent anything. That was the only time the people said they saw some hope. Do you throw the letters that the people send to you Mayor in the garbage and why is it that none think our problems are important. Staff get fired and sent home for all kind of stuff they do but the manager Letesha Brown treat staff like they are some field handlers and she get a pat on the back. I bet someone start saying something when they hear something on tv about someone really bad happening and with this many employees you know it could happen. All we ask is that you send someone and not Dottie Jones to talk to the staff and I guarantee you will get the full story of the many problems. We know Mr. Lovelace has his favorite people and since ^{Letesha Brown} is one of them which is why all the people are scared to say anything because they know he will go along with whatever. One or two things he is scared of her and what she know about him or there is something really wrong with his leadership too. If she think we are going to take this pre-k stuff without a fight then watch and see what we do because we know nothing will come from your office as far as help for us. Just take a poll and see what answers you get and while you are at it just talk to the Memphis city school people how they feel about working with her and her bad attitude and they feel that is Mr. Lovelace let her behave like this then he must be ok with her behaving like she do and we have been in so many meeting with the prek people who say how they just tolerate her but they can't see why Mr. Lovelace keep her in the position with the schools because this should be the last draw with how she handled the paperwork and sending it too late and messing us all up. Now the solution and the attitude is oh well we will just move the teachers around. Well it is not our fault and we want to receive fair treatment and not be blamed for something she did or let me say did not do. She did not do her job and when you make a program lose a half million dollars you should be gone from the program. Her I don't give a dam attitude does not work in a program where you are helping poor people. Ask Mr. Lovelace to be honest with you and the only way he will be honest is if you bring in a person who is not associated with him or Dottie to talk to the staff. We are asking for your help Mayor. We really don't want to believe that nobody downtown care about us. Not only is the morale so low in the program but the environment is also hostile and we will continue to speak up until we get the help

because she does not know how to talk to people and her attitude is so nasty and it is her way or no way. Well because some of the teachers with me did not get the license we had to give 6 classrooms back to Memphis city school and that is the tragedy of how we lost the half million dollars. We learned that she said that it had nothing to do with her because we were too dumb to pass and that was our fault. Well if you don't give people the right tools to work with or the right person then what do you expect and the worst of all is that because she sent the paperwork in late then it hurt a lot of us. We are meeting with the Union on this stuff because we are not going to get blamed for something that she caused. She told staff classes to take that were wrong and if she don't know her job why is still in it. Mayor Luttrell this is the last draw with her and we keep asking for someone to talk to her because Mr. Lovelace for some reason won't deal with her and her Hitler style of supervising is going to last for so long because people are too stressed and when you threaten the people job and their way of life you are really messing up. She has no respect for him so she already know that she can do and get away with whatever she want to. Don't worry because the staff said that Dottie Jones know about it and she come to the training and so did you and act like you care about the staff in Head Start but the people said they have sent so many complaints about people are treated here and it just get ignored. We have had enough and since the higher ups can't help correct some of the problems then we know what we have to do next. This last problem was the last thing that we are not going ignore. With all the complaints that we have sent to Mr. Lovelace and Dottie Jones you would think that somebody would have done something by now. When the preservice was going on the training was with the center supervisors and we heard that Letesha said that she was going to run the program because Mr. Lovelace and Dottie don't know anything about how to run nothing and she may be right about that but she is not the Head of Head Start. We hear she said that you are suppose to question authority because Lovelace have a boss, Dottie have a boss, and the Mayor have a boss too and all these people can be questioned. What kind of crappy talk is this to be telling staff as a manager and this kind of talk can cause people to not respect authority and the next you know people will be rioting. Last year they said that Dottie told the staff a letter was going to come to the staff home saying that they can come to her when they have

we deserve. Nobody should come to any job and be treated like less humans and when you beat the people down so much at some point they are going to come out fighting for their rights and that is the right to be treated as humans on the job. I have been in a lot of many with Dr. Harvey at Memphis City school because I am a prek teacher and if you need to you can talk with her because she will tell the truth. They said Mr. Lovelace won't talk or meet with them either because he think they will complain about Letasha and he don't want to hear it because he is not going to let anybody mess with him girl. You can call all the way up to Nashville and they will tell you about our documents that she did not send in on time. If it had to do with her job and her big salary she get she would have sent the paperwork in time for her but it was the regular selfish stuff that she always does and now look where we are. Trying to figure out where to put teachers and blaming them. We are counting on you this time Mayor luttrell to help us with this problem. We really don't want nothing bad to happen on your watch. Oh we heard that the management of Head Start went to some leadership training that you planned for them and they have gone on many of these and let me tell you it is a waste of county time and money because nothing ever get better but probably worse. You have to be open to change and have a open mind to want to do better. Well we know you have one manager who need to be somewhere else that does not have anything to do with working with people and definitely not supervising them and her name is letasha brown. Just talk to the people at Head start please Mayor. Just to cover all bases this letter is going to more offices than your office because this way we know that someone somewhere will follow-up.

Sincerely, Head Start PreK teachers and regular Head Start teachers

RECEIVED
OFFICE OF THE MAYOR
2012 OCT -3 AM 11:50

Dear Mr. Lovelace,

The teachers at Head Start are asking that you do not select or consider Cathy Thompson as the Education Manager. As you are aware, teachers have told you that she is rude and unprofessional many times. She will do and say anything without thinking. Several times she has been bossy and rude to staff and you were notified. She is no different than Ms. Brown. She is not able to help the teachers at Hanley, I am sure other sites she monitor, because she never comes to our site to monitor, this year nor last year. Cathy never does observations in the classrooms to assist teachers or trainings. She does not know early childhood and we believe this why. We were told her bachelor's degree is in business and she owned a daycare, that is now closed, but this does not substitute for years of classrooms experience and courses we have to take in early childhood . If teachers are required to have a degree in early childhood and courses, then she does to. This is the only way she can effectively assist teachers. We are wondering how she became a specialist because she is not qualified and can't be the associate director. The teachers have decided that we will protest to the director or mayor if Cathy becomes the manager or nothing is done about her being a

specialist since she is not qualified. Also, we are asking that Ms. Winder be moved because she sits in the office all day and does nothing either since no one is monitoring her. She is also rude to staff and has a bad attitude. She is not a people person and doesn't know what she is doing either. If you'll had checked in her background, she was demoted at Primary Prep. If we don't let you know, then you will continue to think they are doing their jobs and everything is fine.

RECEIVED
2/5/17 (013)

I hope this letter is read by the right people who care about employees of the Shelby County School. I work with the Early Childhood office on flicker street and have worked in the school system for many years. I have never and I mean never worked in a department that is so bad as a employee. We are all still trying to figure out why no one cares about how the department run. We have come to realize that we are over here in a deserted island and that no one higher up in the school system cares about the employees of the early childhood office. We all know that nothing will change as long as the someone as mean and cruel as McLendon is the leader. I am not sure if all of the things that happen in the early childhood office has been shared with the higher ups and if they have why noboby tried to get some help for the people that work there. We know that people who are the leaders look out for each other and cover for them but every leader who do not do nothing about the problem with her will go down with her too. First she does not a clue about how to run a department and does not have the sense to figure out how to be a better leader. She treats people with so much meanness that every person is afraid of her and will not speak out. Let me give you a few things that will get us in trouble and get the school system in trouble because someone is going to snap at some point and I think it will end in a bad way. People can only take so much of being in a hostile environment that is caused by her. She pits staff against each other by in a staff meeting letting the whole staff know who are her favorites and those that she don't like. This causes a lot of division for staff and don't mention morale of the staff. People are stressed and off work a lot because they cant take much and this show in the scores from the classroom and across the board. She is a uncaring and a manipulative person and have no business being the head of the

department. How did she get here with knowing so little about her job. The people that stay with the program love working with the children. She bring people in that she knows and hire them so that they can be watchdogs for her. If you are not loyal to her and I did not say loyal to the work you will be on her bad list. Everybody know not to question her or any of her loyal troops or they will be in trouble. She brought in a old boss of hers who is as mean as she is and she work partime but act like she is over the program. We thought that was what Mr. Lovelace was over the compliance part but it seem like she brought her own person. How can you bring a partime person to be a Manager of people that work there and be over full time employees. Susan Pitman is her name and the staff say she is listed on the website like she is a regular staff. How do you get to be on the list as a employee and you are not a full time employee but you have other partime people who are not on the website. Since the think she can do anything she did not the sense to know that this does not look right. Oh the staff talked about this but was scared to report it and where to report it to. This is her old boss and that is why. She also let the Fiscal Manager hire her daughter and then the daughter reported to her. We knew not to say anything about that because the fiscal person is one of her marching soldiers. When you have people so intimidated and scared you know that this is not a good place and the school system should do something about it. You have meetings with staff and because you get upset if they question something you yell, curse, and beat on the table. This should never be allowed. You can verify this by asking any person that work there because it happens a lot. When you get ready to move your marching soldiers to a high position or you have a new position you tell everybody that the job is going to be posted but it will be for the

person she want and she announce who the person is going to be. She have someone in the HR department who pull the name that she want even if they do not qualify but they have been loyal to her and this is her way to pay them. Then you get people in the job like her that don't know the duties and then it fails because they don't know how to do it. Now they become really loyal because they owe her now and she builds her marching soldiers like this. We all know that the labor law does not work like this because it is unfair. I know this is wrong because I know how the school system work. Now we have people there who do not have vacation time but because they are part of her loyalty team she let them go on vacations when they don't have time. There are other people that get vacation denied because she don't like them. These people have time on the books. How do you have respect for someone who have meetings and bash the higher ups of the school system every chance she get. We all know that her supervisors don't know nothing. Trimina and Ramirez. She has many times talked about them in a negative way in meetings with employees there and they have heard this. This is not a leader because we know you should not do this. Anybody that does not cater to her or kiss her but is a target. I guess the reason is to make us think that the higher ups are bad people and do not care about the employees in early childhood. She may want us to dislike these people because she paint a bad picture about them. Now we know better but the marching soldiers go along with her and chime in when she talk like this. I tell you this much. If she comes to talk to you all on the board she is going to lie for her benefit because she think that noboby is smart enough to see through the mess she spill out of her mouth. If you don't know any better you would think that she know what she is talking about but we know that she does not

know early childhood or nothing about Head Start. If you are one of her soldiers she will go and fight for you to get a good salary a new higher position or some kind of promotion that she will make up. She think that because she have played this hugh mind game on the staff that she is safe because all of them are scared to speak out on the toxic environment that she has caused. Oh yell, you will have people who will be scared to talk about all the terrible things that are going on there. Remember they owe her because she bought them. I bet you will have staff who will tell the truth and nothing but the truth. Why is asking for this department to be looked at so hard because some of the staff have said they have reached out to the higher ups but no one cares. They will care though when this train runs off the railroad track and then it will be too late. How do you think people feel if they think that they will get a bad review because they just want to do their job not be a part of her mean girl actions against staff. When you talk about staff in a negative way to other staff and then it gets out what you said because everyone talk about it then you are making a workplace hostile. When you let some staff do or get away with things but not the other staff you are make a workplace unhappy. I guess in a nutshell it is just this. She does not have the skills to be a leader and she don't know enough about her job to do it. We are all waiting on something to happen the next time she yells curse and scream at someone. Now when you read this you can take it serious or not. All we would like to happen is for someone to hear our voice and help our department be better. Writing a letter is not something that I do but I think I am speaking for a lot of staff at early childhood. We will wait to see if there is anyone that care enough to get this department together. That will tell the story for all of us. I am sorry but I don't trust

this enough to put my name on the letter because I fear someone may tell her and cover for her and then my life will be hell at the early childhood office with her and her soldiers and I will lose my job. She has done so much in her job and nothing ever happens to her so I hope you can understand if we feel that she is being protected by the higher ups. That is why my name is not on the letter. I don't know how else to talk about this. I hope this letter does work and help us get stable and in a good work place and not a hostile and unhappy one. It is not rocket science to know that someone else is needed to lead this office because she is like Superman man and kryptonite. The more wrong stuff she does and get away with it the worse she get. This letter has some of the stuff that happen and there is so much.

By the way can you put someone name in a email that is sick and with a disability. The worker that she did this to was upset. We think this is against the Hipa law to do this. Now everybody know the lady is sick and with a disability and she did not want everybody in the office to know that. She ought to know better. Just ask the lady. She was on medical leave and came back. **Ms. Webster is a nice lady and work in the fiscal part of the office.** The email is with this letter so you can see. She is breaking so many labor laws that it is going to get the district in trouble. Singling people out who has to come to office first but not making other people come first. Please investigate this place.

Early childhood staff

Hello

This letter is in regards to some unethical practices by your Head Start administration, in particular, the Director who manages with fear and intimidation. She is disrespectful to some of her staff. This is why this letter had to be sent anonymously due to her expected retaliation. She has hired many unqualified individuals with no experience as well as gives jobs to her friends without properly posting the job. This is just one area that needs to be explored. She has help from HR and some of the board that has allowed this behavior to continue, despite the reports that show incompliance. She has experienced individuals that are working and effectively ran the program but because of her personal conflict she refuses to use. Also look into the disaster that has been created with the overall program. Several complaints have been made, only to be ignored. Please stop protecting her and help the children. The children are our future, not pawns for someone's personal agenda. Please remove the negativity that has been placed upon a magnificent program.



Shelby County Government

MARK H. LUTTRELL, JR.
MAYOR

June 6, 2014

MARCY INGRAM
COUNTY ATTORNEY

John Lovelace, Executive Director
Shelby County Head Start
1991 Corporate Ave.
Memphis, TN 38132

Dear Mr. Lovelace,

Please be advised that I have completed my review of the anonymous ethics inquiry received by Mayor Luttrell's office on or around May 16, 2014, alleging that Shelby County Head Start paid the hotel and travel expenses for your friend, Ronald Herndon, to fly from Oregon to Memphis in order to perform training, and no training was conducted. The anonymous ethics inquiry further alleges that you take weekly trips out of town at the expense of Shelby County's taxpayers. I have enclosed a copy of this anonymous report for your reference.

When the Shelby County Attorney's Office becomes aware of potential ethics violations, absent a sworn complaint, it conducts an inquiry and review of the matter. I have conducted an inquiry and review of the allegations set forth within the enclosed report, and after considering the information I gathered, I did not find any violations of the Shelby County Code of Ethics.

Section 18-55 of the Shelby County Code of Ethics provides, in pertinent part, that "[o]fficials, employees, appointees, their spouses, and children living in their household ... [s]hall not receive or use for personal purposes any property, services, or funds of county government unless authorized by law or county policy." If the allegations set forth within the enclosed anonymous report were correct, then your actions would constitute a clear violation of this section.

However, following my office's receipt of the enclosed report, I spoke with you on June 3, 2014, regarding the allegations contained therein. During our phone conference, you confirmed that Mr. Ronald D. Herndon, Chairman of the National Head Start Association, did travel to Memphis around May 9, 2014, to conduct transition training with Shelby County Head Start's transition team and toured different Memphis-area Head Start facilities. You referenced Ron Brown and Alfonzia Merriweather as employees Mr. Herndon worked with during his visit. You stated that Mr. Herndon was not paid for his services, but his travel expenses and hotel accommodations were paid.

When asked about the funds used to pay for Mr. Herndon's travel expenses and hotel accommodations, you indicated that they would have been paid through Shelby County Government's Department of Finance, and the money would have come from federal grant money and not Shelby County's taxpayers.

I also asked you about your own travel and whether any of your travel expenses are paid by Shelby County Head Start. You confirmed that you do frequently travel as a result of your duties as Executive Director of Shelby County Head Start and this travel and all expenses associated therewith are pre-approved by Shelby County Government. You stated that all travel reimbursement requests are then processed through the Finance Department, and the money the Finance Department uses to pay the expenses comes from federal grant money received by Shelby County Head Start and not Shelby County's taxpayers.

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On June 5, 2014, I spoke with Alfonzia Merriweather, a manager in Shelby County Head Start's office. Ms. Merriweather confirmed she met with Mr. Herndon in May of this year. According to Ms. Merriweather, Mr. Herndon came into town, toured different facilities, met with employees at those facilities, met with the transition team, and assisted her with her work on the Program Family and Engagement grant. Ms. Merriweather also had no knowledge as to how Mr. Herndon was compensated for the training.

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As previously referenced, Section 18-55 of the Shelby County Code of Ethics prohibits appointees from receiving or using Shelby County Government's funds for personal purposes. If you had been using Shelby County Government's money to pay for your personal travel expenses or the travel expenses of your friends, then you would be in violation of the Shelby County Code of Ethics. Based on my investigation into this matter, however, you do not appear to have violated any provisions of the Shelby County Code of Ethics, or any other laws or policies. I have spoken with four witnesses who have confirmed the training addressed in the anonymous ethics inquiry took place. I have also confirmed all travel you have taken in connection with Shelby County Head Start is pre-approved by Dottie Jones and related to official Shelby County Head Start business. Further, all of Mr. Herndon's travel expenses and all of your travel expenses are paid by Shelby County Government using the federal Head Start grant money and not the money of Shelby County's taxpayers. Federal Head Start grant money arguably does not fall within the scope of Section 18-55 of the Shelby County Code of Ethics, although the personal use of those funds would likely violate other laws and policies.

In conclusion, based upon my investigation into this matter, the anonymous ethics inquiry received by Mayor Luttrell's office around May 16, 2014, appears to be without merit. I have concluded my investigation and did not find that your actions violated the Shelby County Code of Ethics. Do not hesitate to contact me if you have any questions about this matter.

Very truly yours,



Virginia P. Bozeman
Assistant Shelby County Attorney

Dear Mayor Luttrell:

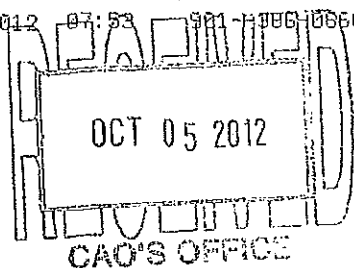
MAY 16 2017

Harvey
MZ

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Concerned citizen and taxpayer!

RECEIVED
2014 MAY 20 PM 2:19
COUNTY ATTORNEY'S
OFFICE

*Harvey
F-I*RECEIVED
OFFICE OF THE MAYOR
2012 OCT -3 AM 11:50

**HEAD START LOSES HALF MILLION DOLLARS AND IT
IS NOT THE FAULT OF THE TEACHERS BUT THE
FAULT OF LETASHA BROWN THE MANAGER OF THE
EDUCATION SECTION FOR HEAD START.**

Dear Mayor Luttrell, I have to share this story with you and I will start at the beginning. When you read this letter you can confirm all of this information by asking to talk to some of the Head Start people if you care to get to the truth. We all know in Head Start that we have been sending complaints to the Union and to your office on how we have been treated and we have come to fact that you may not know all the problems we have been complaining about or you don't care. Even though we work for Shelby county we are also citizens of Memphis and deserve better treatment than what we get. I am a pre-k teacher in Head Start and what that mean is that I teach in a classroom that we get money for from the Memphis city school program. Well we have been in the certification program for three years and some of the teachers did not get the license after the three years was up. But listen to this, we found out from the Nashville office that some our paperwork was not send in on time to the office and we missed the deadline for sending the paperwork in. Well we gave the paperwork to Letesha Brown the supervisor of Head Start education unit who is over the program and she did not send it in as she was suppose to do and now some of the staff is out of all this money for going to school to get the license and we did not get it because she failed to send in our paperwork. Now did she get in trouble with Mr. Lovelace for this because anybody else in the program would have been fired for making a big mistake like this. The people over at the Memphis city school office told us that we would have the license but because she acted like she did not care what happened. The Memphis city school people said that they hate working with her

a problem with Mr. Lovelace or the management staff and that was all talk because she never sent anything. That was the only time the people said they saw some hope. Do you throw the letters that the people send to you Mayor in the garbage and why is it that none think our problems are important. Staff get fired and sent home for all kind of stuff they do but the manager Letesha Brown treat staff like they are some field handlers and she get a pat on the back. I bet someone start saying something when they hear something on tv about someone really bad happening and with this many employees you know it could happen. All we ask is that you send someone and not Dottie Jones to talk to the staff and I guarantee you will get the full story of the many problems. We know Mr. Lovelace has his favorite people and since ^{Letesha Brown} is one of them which is why all the people are scared to say anything because they know he will go along with whatever. One or two things he is scared of her and what she know about him or there is something really wrong with his leadership too. If she think we are going to take this pre-k stuff without a fight then watch and see what we do because we know nothing will come from your office as far as help for us. Just take a poll and see what answers you get and while you are at it just talk to the Memphis city school people how they feel about working with her and her bad attitude and they feel that is Mr. Lovelace let her behave like this then he must be ok with her behaving like she do and we have been in so many meeting with the prek people who say how they just tolerate her but they can't see why Mr. Lovelace keep her in the position with the schools because this should be the last draw with how she handled the paperwork and sending it too late and messing us all up. Now the solution and the attitude is oh well we will just move the teachers around. Well it is not our fault and we want to receive fair treatment and not be blamed for something she did or let me say did not do. She did not do her job and when you make a program lose a half million dollars you should be gone from the program. Her I don't give a dam attitude does not work in a program where you are helping poor people. Ask Mr. Lovelace to be honest with you and the only way he will be honest is if you bring in a person who is not associated with him or Dottie to talk to the staff. We are asking for your help Mayor. We really don't want to believe that nobody downtown care about us. Not only is the morale so low in the program but the environment is also hostile and we will continue to speak up until we get the help

because she does not know how to talk to people and her attitude is so nasty and it is her way or no way. Well because some of the teachers with me did not get the license we had to give 6 classrooms back to Memphis city school and that is the tragedy of how we lost the half million dollars. We learned that she said that it had nothing to do with her because we were too dumb to pass and that was our fault. Well if you don't give people the right tools to work with or the right person then what do you expect and the worst of all is that because she sent the paperwork in late then it hurt a lot of us. We are meeting with the Union on this stuff because we are not going to get blamed for something that she caused. She told staff classes to take that were wrong and if she don't know her job why is still in it. Mayor Luttrell this is the last draw with her and we keep asking for someone to talk to her because Mr. Lovelace for some reason won't deal with her and her Hitler style of supervising is going to last for so long because people are too stressed and when you threaten the people job and their way of life you are really messing up. She has no respect for him so she already know that she can do and get away with whatever she want to. Don't worry because the staff said that Dottie Jones know about it and she come to the training and so did you and act like you care about the staff in Head Start but the people said they have sent so many complaints about people are treated here and it just get ignored. We have had enough and since the higher ups can't help correct some of the problems then we know what we have to do next. This last problem was the last thing that we are not going ignore. With all the complaints that we have sent to Mr. Lovelace and Dottie Jones you would think that somebody would have done something by now. When the preservice was going on the training was with the center supervisors and we heard that Letesha said that she was going to run the program because Mr. Lovelace and Dottie don't know anything about how to run nothing and she may be right about that but she is not the Head of Head Start. We hear she said that you are suppose to question authority because Lovelace have a boss, Dottie have a boss, and the Mayor have a boss too and all these people can be questioned. What kind of crappy talk is this to be telling staff as a manager and this kind of talk can cause people to not respect authority and the next you know people will be rioting. Last year they said that Dottie told the staff a letter was going to come to the staff home saying that they can come to her when they have

we deserve. Nobody should come to any job and be treated like less humans and when you beat the people down so much at some point they are going to come out fighting for their rights and that is the right to be treated as humans on the job. I have been in a lot of many with Dr. Harvey at Memphis City school because I am a prek teacher and if you need to you can talk with her because she will tell the truth. They said Mr. Lovelace won't talk or meet with them either because he think they will complain about Letasha and he don't want to hear it because he is not going to let anybody mess with him girl. You can call all the way up to Nashville and they will tell you about our documents that she did not send in on time. If it had to do with her job and her big salary she get she would have sent the paperwork in time for her but it was the regular selfish stuff that she always does and now look where we are. Trying to figure out where to put teachers and blaming them. We are counting on you this time Mayor luttrell to help us with this problem. We really don't want nothing bad to happen on your watch. Oh we heard that the management of Head Start went to some leadership training that you planned for them and they have gone on many of these and let me tell you it is a waste of county time and money because nothing ever get better but probably worse. You have to be open to change and have a open mind to want to do better. Well we know you have one manager who need to be somewhere else that does not have anything to do with working with people and definitely not supervising them and her name is letasha brown. Just talk to the people at Head start please Mayor. Just to cover all bases this letter is going to more offices than your office because this way we know that someone somewhere will follow-up.

Sincerely, Head Start PreK teachers and regular Head Start teachers

RECEIVED
OFFICE OF THE MAYOR
2012 OCT -3 AM 11:50

Dear Mr. Lovelace,

The teachers at Head Start are asking that you do not select or consider Cathy Thompson as the Education Manager. As you are aware, teachers have told you that she is rude and unprofessional many times. She will do and say anything without thinking. Several times she has been bossy and rude to staff and you were notified. She is no different than Ms. Brown. She is not able to help the teachers at Hanley, I am sure other sites she monitor, because she never comes to our site to monitor, this year nor last year. Cathy never does observations in the classrooms to assist teachers or trainings. She does not know early childhood and we believe this why. We were told her bachelor's degree is in business and she owned a daycare, that is now closed, but this does not substitute for years of classrooms experience and courses we have to take in early childhood . If teachers are required to have a degree in early childhood and courses, then she does to. This is the only way she can effectively assist teachers. We are wondering how she became a specialist because she is not qualified and can't be the associate director. The teachers have decided that we will protest to the director or mayor if Cathy becomes the manager or nothing is done about her being a

specialist since she is not qualified. Also, we are asking that Ms. Winder be moved because she sits in the office all day and does nothing either since no one is monitoring her. She is also rude to staff and has a bad attitude. She is not a people person and doesn't know what she is doing either. If you'll had checked in her background, she was demoted at Primary Prep. If we don't let you know, then you will continue to think they are doing their jobs and everything is fine.

March 8, 2012

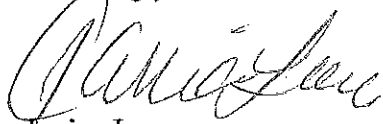
To: Mrs. Liller Hall,

I am writing this letter requesting to be removed from Mrs. Ware's classroom due to her constant verbal abuse and harassment. At this point, I realize that working with Mrs. Ware is very unbearable. The Associate Director, Mrs. Brown instructed me to assist in the classroom due to several conflicts that had previously taken place. The prior incidents made the classroom a hostile environment. Upon entering Mrs. Ware's classroom, I came in with a positive attitude and very energized to do what was best for the children and their parents. Working as a team, trying to complete assignments on her request is simply impossible. If the task is not complete in her time frame, the abuse begins in front of the children, staff, and parents. Due to her verbal abuse that she initiates daily in front of the children, my classroom management skills are being challenged because of the lack of respect she shows me, the children have lost their respect for me.

My day begins once I enter the classroom. I begin to prepare classroom activities for the day, home follow-up activities, and general up keep of the classroom. As for Mrs. Ware, she is overly involved on the computer all day, every day while giving me orders on what to do next. Every since I've been working in Mrs. Ware's classroom, my life has been very stressful. Sometimes, so stressful my family has to assist me with my three year old son due to the torture that I have gone through with Mrs. Ware. I have spoken to Mrs. Brown on several occasions. Her response was to discuss my concerns with Mrs. L. Hall. On March 8, 2012 @ 10:15 a.m., two children began arguing in the classroom. Instead of Mrs. Ware resolving this conflict, she directed her anger toward me. I was under the impression that this was a temporary move. It is

my opinion that the problem has not been with her assistants, but the problem is with Mrs. Ware. I have reached the inevitable and just can't take working with Mrs. Ware anymore. I am requesting to be removed from Mrs. Ware's classroom or transferred to another center. My co-workers have been very supportive through this time but now they are beginning to feel the stress because of the problems that are taking place in the short time I have been in this classroom. I love my job and the children of Shelby County. Mrs. Ware is simply impossible to work with. I am asking you to please honor my request. 901-304-3116

Thanking you in advance,



Janice Lowe

Cc: Mr. John Lovelace, Director,

Mrs. LaTasha Brown, Associate Director

Mrs. Nethra Weatherby, Union Representative

P.S. All my years working for Head Start I had never been mistreated like this in my life!

August 25, 2012

Dear Mrs. Brown,

I am writing you this letter to inform you what is really going on at Hanley. The staff is scared to come to your office to talk with you we are afraid of the retaliation we might endure. We also know that Mrs. Winder, Mrs. Thompson are close we have heard on several occasions how they address each other by first names and we know Mrs. Thompson would let her know what is going on if we come to your office. Mrs. Winder is not a leader she is not professional she snaps at the staff, she is rude and not friendly. When teachers try and talk with her it is not a pleasant experience and she will threaten or tell you she already go it approve. When she feel like she is wrong she always cover herself. She comes in the class room like she really doesn't want to be bother. Alot of us was really shocked to see her back at the center because of the evaluations we wrote on her and Mrs. Thompson, we started wondering did you read them. She tells Mrs. Thompson everything; we are wondering is Mrs. Thompson still in charge. We feel like she still is in charge. Mrs. Thompson tries to intimidate like she did when she use to come visit with Dr. Taylor and Dr. Taylor let her say and do what she wanted to do. Mrs. Thompson does not want Hanley as one of her centers. She is not approachable, she is not friendly and she always has something negative to say.

When you ask her a question also she frowns and do not want to answer the question. We all miss Ms. Price had been our Education Specialist for two years. She knew everyone weakness and strength and she always encourage the teachers. When she came in the classroom to do observation she always told you what you did good and what you needed to do to improve. She has away to make you feel good about yourself and we miss that someone who really being behind the teachers. She goes over and beyond to help you and does not seem to mind. When three stars came and before three stars came she was very, very helpful she is always professional and knows how to treat the staff. We won't Ms. Price back she knows about Early childhood Education.

Winder need to be move to a smaller center ten classroom is too much for her to handle. Staff should not have to deal un professionalism and bad attitudes of Supervisor, Educational Specialist. Please consider the information.

Thank You

Call

Mr. Lovelace I am sending this to you because I want us to get started on a positive note. Don't blame us if we make decisions different from you Latasha Malone in the session said that it was ok not to listen to the person over you. She totally disrespected you and I thought that it was totally disrespectful that she talked about you in our session and if she has problem with you this is not something that should be a part of our session and we would be really upset if our staff did not listen to us. We all looked at each other like we could not believe that she would talk bad about you to all of us in the group. What is this about? We are so totally confused as to why she would bring you up in our session and talk about you like this. I see her in a totally different light now and we were expecting to have a positive session to talk about how we are going to do some good things for the year and we have to sit and hear how she has a problem with the decisions that you make. It is clear that she has no respect for you and how you run this program and the jest of the discussion was simply this "Mr. Lovelace does not know what he is doing and Marilyn and I are going to show him how to run this program since he does not know? Now there may be people that may not speak up but ask the people in the session what happened and if they are not scared they will tell the truth because they are all talking about it. How can you tell a group of Supervisors that it is ok to challenge the Mayor, Dottie Jones and Mr. Lovelace. Now we all know that you let her pick the speaker and have him talk about old people and fat people and there is talk that because she knew the man that he talked about just what she wanted him to talk about which was stuff that she think she is going through at Head Start. Why did the man keep asking her Latasha did I do you good and we all know too that she

had told the man that you are a terrible leader and that is why he said that you are not a leader if nobody is following you and she has told the Coleman man that she is the leader of the program and she is going to get everybody to do what she wants because you are afraid of her because she has Dottie Jones on her side and you know not to mess with her because you are scared of her. Well we don't care about all of that mess but all of us thought that it was weird that she would tell Center Supervisors that it was ok to challenge authority like the Mayor, Dottie and you. We knew this was wrong and we are not going to do this. Now to say I am going to show Mr. Lovelace how to run this program was said in the bathroom and some people heard it and thought how could you be so disrespectful and have such a mean way about your boss Mr. Lovelace. We are all trying to really do good and we do not want to get off on the wrong track with this kind of message and we do not think a management person should be working against the Director and trying to make him look bad and fail no matter what is happening you are still the Director of Head Start. She thinks you are such a dumb man and makes little jokes about what you don't know but we say that you had up before the people at PreService the whole time so we have concluded that she is right and feel that for some reason she is the person that runs Head Start and we need to follow. In all the meetings and trainings that we have gone to we have never heard a management person say that the Director does not know what he is doing and that she has to correct you all the time. Now this is coming from a person that you did nothing about for losing the PreK classrooms. We would have been written up and why was she not keeping up with the teachers and where they were with the tutoring and classes. This is totally in her area and you are blaming the centers

and the teachers. The people at Memphis City School said they do not know why you keep her working with them because she come to the meeting with the Memphis City school people and talk crazy to them and they hate working with her. They said the Dr. Harvey lady and the supervisors don't know why you keep her there because she is so nasty and unprofessional. She is so hard to work with and they try hard to work with her and because she has you in the palm of her hands she know that she can do whatever she want to do and nothing will happen. Do this one thing, just ask the Center Supervisors if they are not scared to say something what she said in the session about you and if she don't respect you how does she expect us to respect management people like you and Dottie. We all and I have talked to several people believe that you don't come to a group and diss your boss like she did in the session. She basically said you don't know what you are doing and she is going to show you how to run headstart. Also what we are finding out is that she don't know headstart herself and she speaks a good game from her mouth like Towanda Smith did when she was with Head Start but there are not actions to nothing. The only reason that telling you this is that we want to see the program move in a good way and if your team is talking about you like this we don't have a chance. It is up to you to get your management team in order so that when they give us directions they are coming from you. It was so sad and discouraging to hear her say what she said and this is a conversation that she should have with you. It was real clear that she does not respect you in any way and she thinks that the decisions that you make are because you are inadequate and ignorant. She makes it known how she feels about you and she is so bold with it that we are starting to think that something is really wrong with her because even if

people don't like their boss they don't do this because how can you lead us and here you are talking about your boss in a negative way like this and how are we going to run a good program like this and now we know why we can't get it together at the center. It the people in the leadership jobs can't function how can we. Wow, you need to do some leadership training just for this one. She has a setup for you.

Everybody know what she is doing but you. Marilyn is loyal to her because she hired Marilyn because she told you to hire Marilyn who also don't have a clue. We just sit back and laugh at all of this and it reflect you Mr. Lovelace. Pay attention and address this mess with Latasha because this matter in the session was totally unprofessional and we have never witnessed anyone come to a session and talk about their boss in a negative way like this and we have been in Head Start for many years and have never seen this happen before. The Center Supervisors are all talking about this so if you want to see if this really happened just ask those in the meeting to tell the truth if they are not scared. We know you will not address so a copy will be sent to Dottie Jones who is over the program so that she know what we are working with. She laughs and grins in front of Dottie Jones and have them all believing that she is a good leader in Head Start but how can a person who has caused the program to lost 5 classrooms and nobody say nothing but if this was us we would be written up and probably fired and all you do is blame the teacher and nobody ever asked this question, What did the Manager do. Just saying if this was anyone but her the person would have been written up. Just like when Marilyn did not have her enrollment, she got a reward and got expensive furniture. We just want you to stop it and be fair and stop giving favorite treatment to your special people. Enough is enough. When someone

get so sure about themselves that they think they can tell staff that you don't have to do what the Director says this is a problem. Ask the people in the session and the discussion was something about Early Head Start and how you did not know anything about pampers and this is something that should have been discussed with you and not about how you don't know nothing. And yes many people were hurt by the mention of age and weight and we know that you agree with these views of the speaker so we did not expect you to see a problem but we never in the past brought someone in to talk to the head start staff and they talked about people are old and say something about weight. You can not discriminate against people because they are older or fat and Head Start had never done this before and we could not believe you were ok with this but we say that you had her running all kind of stuff as you usually do. We are going to speak very loudly and have our facts this year. When all of the session was over we were just kind of "Did that really happen" Just ask some people who was in the meeting and just ask the Memphis City School people how they hate her and feel forced to work with her because of the money. Although I am not putting my name in this letter because we know you will tell her and my year will be a living hell or she will get me fired somehow. If you ask the center supervisors if they are not scared to speak up they will tell you but they know how you are and you won't keep it confidential and it will put them in a bad place.

Center Supervisor

[Handwritten signature]
[Handwritten signature]

68, 014

C. Harvey - Pre-K Instructional Advisor

13-14 92, 224 - ~~94, 068.98~~

14-15 92, 224

15-16 92, 224

16-17 92, 224 - 94, 068.48

Chewel Sallie, Manager Early Childhood

13-14

14-15

15-16

16-17

→ It was implications what she meant.

→ She already pre-determined.

• Gordon - Ridgeview Early Learning

• Q.

- my scores have not have been

- back in fourth - why do

set-up interview for inclusion

apl. got job - didn't interview

wasting my



She didn't ^{me} ask me to come back.



we confronted her about the process.



Never tally scores & discuss final scores.



She ask what you think; gave this

I felt like it ^{was} waste of my

A lot of time, ppl who
should have been select
based on qualifications
never got it

045

U. Heidelberg - Jackson ES

We @ BOE

she had team - DM, Gordon, Bostick, Harvey.

We had paper, interview sheets

3-4 years ago.

Candidates' Ratings

Not a bad experience; professional.

Position Description

Job Title: Manager Early Childhood	Job Code: 10888
Reports To: Director Early Child	FLSA Status: Exempt
Pay Code: 16	EEO: 02

PURPOSE AND SCOPE: Responsible for a high level of competency in maintaining standards of excellence in the assigned curricular area, so that students may derive the greatest academic and personal benefit for the learning experience. This involves working on unusually complex problems and provides solutions that are highly innovative and ingenious, achieving quality and work process improvement. The incumbent will be responsible for a staff and oversee contracted employees.

ESSENTIAL FUNCTIONS: This position description is not intended to be an exhaustive list of all duties, knowledge or abilities associated with this classification, but are intended to accurately reflect the primary job elements.

ESSENTIAL JOB FUNCTIONS:

1. Provides leadership in developing, monitoring and implementing appropriate curriculum to meet the identified needs of the system. This requires a high degree of ingenuity, creativity, resourcefulness, and competency in maintaining standards of excellence in curriculum & instruction; is viewed as expert within the field.
2. Oversees the instructional teacher leader in the assigned curricular area, developing and implementing appropriate curriculum and meeting identified needs to address the rigor or the Common Core State Standards.
3. Designs and disseminates instructional strategies that enhance instruction in the assigned curricular area.
4. Oversees all professional school-based personal and/or community representatives regarding the assigned grant program and works collaboratively with other professionals, and management in the development of effective instructional and assessment technique which are research based and achieve a system-wide result.
5. Manages the process for parent survey's as required by TDOE for the voluntary Pre-K Grant Aid, planning and facilitates quarterly meetings with 32 Community Partners regarding Compliance.
6. Responsible for TDOE compliance issues and the completion of the Voluntary **Grant Application**.
7. Provides guidance to Early Childhood Department, and teachers and principals on K-12 curriculum and instructional matters and makes recommendations pertaining to the program.
8. Responsible for providing assistance for teachers as needed or requested in the development of effective instructional and assessment techniques which are research based in order to increase student mastery of state standards; advances teachers' knowledge of state and district content standards and understanding including teaching strategies, assessments, District and school data driven instruction and lesson demonstrations and pre and post analysis.

Position Description

9. Deals with unusually complex problems and provides solutions that are highly innovative and ingenious, achieving quality and work process improvements.
10. Ensures that the workgroup's goals and activities are in sync with and support the broader goals and objectives of the organization; and that the execution of responsibilities is in accordance to lawful and ethical standards.
11. Responsible for disaggregating student data, identifying student needs, selecting textbooks and materials, and establishing program goals. Also, assist Early Childhood Director by planning and conducting programs, workshops and other in-service activities.
12. Manages the preparation and maintenance of a variety of narrative and statistical reports, records, correspondence, and files related to assigned service, activities, and operations; provides for appropriate research and compiles reports, as needed.
13. Performs other related duties as assigned or directed.

MINIMUM QUALIFICATIONS: Graduation from an accredited college or university with a Bachelor's Degree in Education or a related area plus an additional 5 years related experience, or equivalent for a total education/experience of 9 years. Tennessee teaching license with Administrative Certification. A minimum of four years of successful experience as a classroom teacher. Proficient in the use of technology to include video presentation, word processing, database and spreadsheet applications.

Degree Equivalency Formula:

Bachelor's Degree= 4 years plus required years of experience.

Master's Degree= 2 years plus required years of experience. Where Master's degrees are required, years for Bachelor's Degrees must be included.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Strong analytic and problem-solving skills, with the ability to swiftly and accurately understand complex data and perform analysis
- Skill in developing data-supported solutions and using fact-based logic; ability to translate complex analysis in easy-to-understand manner and present to a broad audience
- Strong written and verbal communication skills
- Outstanding leadership skills and ability to build high-performing teams through both recruitment and selection and professional development
- Ability to tackle the operational challenges of the merged school district in a complex, changing political and educational environment
- Ability to manage daily administrative tasks without losing sight of long-term goals and planning

PHYSICAL REQUIREMENTS AND WORK ENVIRONMENT

Physical Demands: Requires sedentary work involving standing or walking for brief periods, exerting up to 10 pounds of force on a regular basis; and some dexterity in operating office equipment; must be able to use hands and fingers for sign language.

Position Description

Unavoidable Hazards: The position is exposed to no unusual environmental hazards.

Sensory (ADA) Requirements: The position requires normal visual acuity and field of vision, hearing and speaking abilities.

AMERICANS WITH DISABILITIES ACT COMPLIANCE

The district is an Equal Opportunity Employer. ADA requires the District to provide adequate accommodations to qualified persons with disabilities. Prospective and current employees are encouraged to discuss ADA accommodations with management.

Chief Academic Officer/Chief of Staff

Date

The district does not discriminate in its programs or employment on the basis of race, color, religion, national origin, handicap/disability, sex, genetics, or age.

Management

- fear + intimidation
- disrespectful
- yells + curses, beat on tables
- threats in staff meeting

Hiring Practices

- unqualified individuals
- failure to post jobs
- Fiscal Manager hired daughter (Teresa Todd)

Hello

This letter is in regards to some unethical practices by your Head Start administration, in particular, the Director who manages with fear and intimidation. She is disrespectful to some of her staff. This is why this letter had to be sent anonymously due to her expected retaliation. She has hired many unqualified individuals with no experience as well as gives jobs to her friends without properly posting the job. This is just one area that needs to be explored. She has help from HR and some of the board that has allowed this behavior to continue, despite the reports that show incompliance. She has experienced individuals that are working and effectively ran the program but because of her personal conflict she refuses to use. Also look into the disaster that has been created with the overall program. Several complaints have been made, only to be ignored. Please stop protecting her and help the children. The children are our future, not pawns for someone's personal agenda. Please remove the negativity that has been placed upon a magnificent program.

EDUCATION

I hereby report that Dr. Deanna McClendon has not assumed responsibility for the efficiency, productivity and integrity of the operations of the Department of Procurement Services, Head Start Financial Regulations, State Regulations regarding Early Childhood expenditures. She has exhibited SCS, Head Start definition of waste, fraudulent activity. Her actions are deemed as careless and needless regarding expenditure of Head Start funds and the consumption of District property and services. While serving as a Director, her actions are a result from her deficient practices, systems, controls, or decisions. They have been displayed by the following transaction/actions:

- \$800,000 Head Start finances to pay for safe and health playground services that were paid to a vendor. However, the vendor was paid before the services were completed. Additionally, the services were never completed. In an effort to cover up the insufficiency and follow up of the first service another vendor was contracted to complete the job.
- A conflict of interest has been displayed by contracting with Contracted Community Partner Dr. Mary Palmer for the services of supporting the efforts of Child Development Associate credentials. Dr. Palmer/Southwest Community Partner already has an established contract regarding funding (4) classrooms. This is a conflict of interest and causes a barrier/ hostile relationship with other contracted Community Partner.
- A conflict of interest has been displayed by contracting with Dr. Brian Wright and Dr. Counsel of University of Memphis for the purpose of CLASS professional development for our Pre-K Teachers. Dr. Wright and Dr. Counsel are not certified CLASS

trainers. Additionally, Pre-K Advisors are currently serving as CLASS professional development trainers. This is a conflict of interest due to Dr. Wright currently serving as Policy Council Member. This is a conflict of interest regarding the appearance of bribery and kick back.

These are the apparent violations regarding District Policies. The investigation of these allegations is appreciated due to the threat of loss of Federal Head Start Funds and decrease of harmony in the Early Childhood Division.

RECEIVED
2/3/17 (DB)

I hope this letter is read by the right people who care about employees of the Shelby County School. I work with the Early Childhood office on flicker street and have worked in the school system for many years. I have never and I mean never worked in a department that is so bad as a employee. We are all still trying to figure out why no one cares about how the department run. We have come to realize that we are over here in a deserted island and that no one higher up in the school system cares about the employees of the early childhood office. We all know that nothing will change as long as the someone as mean and cruel as Mclendon is the leader. I am not sure if all of the things that happen in the early childhood office has been shared with the higher ups and if they have why noboby tried to get some help for the people that work there. We know that people who are the leaders look out for each other and cover for them but every leader who do not do nothing about the problem with her will go down with her too. First she does not a clue about how to run a department and does not have the sense to figure out how to be a better leader. She treats people with so much meanness that every person is afraid of her and will not speak out. Let me give you a few things that will get us in trouble and get the school system in trouble because someone is going to snap at some point and I think it will end in a bad way. People can only take so much of being in a hostile environment that is caused by her. She pits staff against each other by in a staff meeting letting the whole staff know who are her favorites and those that she don't like. This causes a lot of division for staff and don't mention morale of the staff. People are stressed and off work a lot because they cant take much and this show in the scores from the classroom and across the board. She is a uncaring and a manipulative person and have no business being the head of the

department. How did she get here with knowing so little about her job. The people that stay with the program love working with the children. She bring people in that she knows and hire them so that they can be watchdogs for her. If you are not loyal to her and I did not say loyal to the work you will be on her bad list. Everybody know not to question her or any of her loyal troops or they will be in trouble. She brought in a old boss of hers who is as mean as she is and she work partime but act like she is over the program. We thought that was what Mr. Lovelace was over the compliance part but it seem like she brought her own person. How can you bring a partime person to be a Manager of people that work there and be over full time employees. Susan Pitman is her name and the staff say she is listed on the website like she is a regular staff. How do you get to be on the list as a employee and you are not a full time employee but you have other partime people who are not on the website. Since the think she can do anything she did not the sense to know that this does not look right. Oh the staff talked about this but was scared to report it and where to report it to. This is her old boss and that is why. She also let the Fiscal Manager hire her daughter and then the daughter reported to her. We knew not to say anything about that because the fiscal person is one of her marching soldiers. When you have people so intimidated and scared you know that this is not a good place and the school system should do something about it. You have meetings with staff and because you get upset if they question something you yell, curse, and beat on the table. This should never be allowed. You can verify this by asking any person that work there because it happens a lot. When you get ready to move your marching soldiers to a high position or you have a new position you tell everybody that the job is going to be posted but it will be for the

person she want and she announce who the person is going to be. She have someone in the HR department who pull the name that she want even if they do not qualify but they have been loyal to her and this is her way to pay them. Then you get people in the job like her that don't know the duties and then it fails because they don't know how to do it. Now they become really loyal because they owe her now and she builds her marching soldiers like this. We all know that the labor law does not work like this because it is unfair. I know this is wrong because I know how the school system work. Now we have people there who do not have vacation time but because they are part of her loyalty team she let them go on vacations when they don't have time. There are other people that get vacation denied because she don't like them. These people have time on the books. How do you have respect for someone who have meetings and bash the higher ups of the school system every chance she get. We all know that her supervisors don't know nothing. Trimina and Ramirez. She has many times talked about them in a negative way in meetings with employees there and they have heard this. This is not a leader because we know you should not do this. Anybody that does not cater to her or kiss her but is a target. I guess the reason is to make us think that the higher ups are bad people and do not care about the employees in early childhood. She may want us to dislike these people because she paint a bad picture about them. Now we know better but the marching soldiers go along with her and chime in when she talk like this. I tell you this much. If she comes to talk to you all on the board she is going to lie for her benefit because she think that noboby is smart enough to see through the mess she spill out of her mouth. If you don't know any better you would think that she know what she is talking about but we know that she does not

know early childhood or nothing about Head Start. If you are one of her soldiers she will go and fight for you to get a good salary a new higher position or some kind of promotion that she will make up. She think that because she have played this huge mind game on the staff that she is safe because all of them are scared to speak out on the toxic environment that she has caused. Oh yell, you will have people who will be scared to talk about all the terrible things that are going on there. Remember they owe her because she bought them. I bet you will have staff who will tell the truth and nothing but the truth. Why is asking for this department to be looked at so hard because some of the staff have said they have reached out to the higher ups but no one cares. They will care though when this train runs off the railroad track and then it will be too late. How do you think people feel if they think that they will get a bad review because they just want to do their job not be a part of her mean girl actions against staff. When you talk about staff in a negative way to other staff and then it gets out what you said because everyone talk about it then you are making a workplace hostile. When you let some staff do or get away with things but not the other staff you are make a workplace unhappy. I guess in a nutshell it is just this. She does not have the skills to be a leader and she don't know enough about her job to do it. We are all waiting on something to happen the next time she yells curse and scream at someone. Now when you read this you can take it serious or not. All we would like to happen is for someone to hear our voice and help our department be better. Writing a letter is not something that I do but I think I am speaking for a lot of staff at early childhood. We will wait to see if there is anyone that care enough to get this department together. That will tell the story for all of us. I am sorry but I don't trust

this enough to put my name on the letter because I fear someone may tell her and cover for her and then my life will be hell at the early childhood office with her and her soldiers and I will lose my job. She has done so much in her job and nothing ever happens to her so I hope you can understand if we feel that she is being protected by the higher ups. That is why my name is not on the letter. I don't know how else to talk about this. I hope this letter does work and help us get stable and in a good work place and not a hostile and unhappy one. It is not rocket science to know that someone else is needed to lead this office because she is like Superman man and kryptonite. The more wrong stuff she does and get away with it the worse she get. This letter has some of the stuff that happen and there is so much.

By the way can you put someone name in a email that is sick and with a disability. The worker that she did this to was upset. We think this is against the Hipa law to do this. Now everybody know the lady is sick and with a disability and she did not want everybody in the office to know that. She ought to know better. Just ask the lady. She was on medical leave and came back. Ms. Webster is a nice lady and work in the fiscal part of the office. The email is with this letter so you can see. She is breaking so many labor laws that it is going to get the district in trouble. Singling people out who has to come to office first but not making other people come first. Please investigate this place.

Early childhood staff

Reply Reply All Forward

Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

THELMA L TATE

To: ALFUNSA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE;
DEANNA M MCCLENDON; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD;
JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 12:22 PM

Early Childhood Team,

Going forth, the **only** designated bathroom for the Division of Early Childhood staff, is the upstairs bathroom. The bathroom in the area of the clinic **is not** to be utilized by our office staff.

The **only** exception is Lore Webster in which for medical reasons, it is unfavorable for her to climb the stairs.

Please inform other people in your area that may not have access to this email.

Warmest regards,

Thelma Tate

Thelma L. Tate
The Division of Early Childhood/Pre-K
Administrative Assistant of Pre-K
130 Flicker Street
Memphis, TN 38104
TateTL1@scsk12.org
(901) 416-3450-Office
(901) 416-4226-Fax
Pre-K: Begin the Journey!

Reply Reply All Forward

Re: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

TAKASHIA A TURNER

To: DEANNA M MCCLENDON; THELMA L TATE; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 1:00 PM

Are we allowed to use the back stairs through the clinic when there is a meeting going on in the basement? Or do we just need to come down the main stairs by Ms. Thelma Tate regardless?



Takashia Turner
Shelby County Schools
Early Childhood, K-2 Advisor
turnerta@scsk12.org

CLICK HERE TO VISIT OUR MEDIA PAGES



[SCS K-2 Spot](#)



[SCS K-2 Facebook Link](#)

From: DEANNA MCCLENDON <MCCLENDONDMM@scsk12.org>

Date: Wednesday, January 18, 2017 at 12:50 PM

To: THELMA TATE <TATELT1@scsk12.org>, ALFUNSIA MERRIWETHER <MERRIWETHERA@scsk12.org>, ALI BHAGAT <BHAGATA@scsk12.org>, DEBRA BOWIE <BOWIEDH@scsk12.org>, CAROLYN HARVEY <HARVEYCI@scsk12.org>, CHANEL SALLIE <SALLIECL@scsk12.org>, DEBRA L WALLACE <WALLACEDL@scsk12.org>, DETRIS N CRANE <CRANEDN@scsk12.org>, ELISA GRIFFIN <GRIFFINE@scsk12.org>, HEATHER HEARD <HEARDHL@scsk12.org>, JOHN LOVELACE <LOVELACEJ@scsk12.org>, KATHRYN BOSTICK <BOSTICKKA@scsk12.org>, LORETTA WEBSTER <WEBSTERLI@SCSK12.ORG>, MATTIE HARRIS <HARRISM11@scsk12.org>, LINH PHAM <PHAMVIN@scsk12.org>, REGINA PAYNE <PAYNER@scsk12.org>, RHONDA SMITHBEASON <SMITHBEASONR@scsk12.org>, SAMANTHA VAIL <VAILS@scsk12.org>, SHARON TATE <TATESL@scsk12.org>, SHERRI WALKER <WALKERSL@scsk12.org>, SHONDA MORROW <MORROWS@scsk12.org>, STACI HENDRIX <HENDRIXSL1@scsk12.org>, Takashia Turner <TURNERTA@scsk12.org>, TERESA TODD <TODDTD@scsk12.org>, BRIDGET DAVIS <DAVISBC1@scsk12.org>, YVETTE S WILLIAMS <WILLIAMSYS@scsk12.org>, KRISTINA JONES <JONESKL@scsk12.org>, CHRISTOPHER

RE: Division of Early Childhood Designated Bathroom - On
Behalf of Dr. Deanna McClendon

DEANNA M MCCLENDON

To: THELMA L TATE; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY;
CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE;
KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE; RHONDA SMITHBEASON

Wednesday, January 18, 2017 12:50 PM

Good Afternoon:

We have also been asked by the clinic not to use this as an entrance or exit for any employees except Mrs. Webster.

Warm Regards,

Dr. DeAnna McClendon
Director of Early Childhood Programs
130 Flicker Avenue
Memphis, TN 38112
901-416-3450 office
901-628-6822 cell

Pre-K: Begin the Journey!

From: THELMA L TATE

Sent: Wednesday, January 18, 2017 12:22 PM

To: ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEANNA M MCCLENDON; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE; RHONDA SMITHBEASON; SAMANTHA VAIL; SHARON L TATE; SHERRI L WALKER; SHONDA MORROW; STACI L HENDRIX; TAKASHIA A TURNER; TERESA D TODD; THELMA L TATE; BRIDGET C DAVIS; YVETTE S WILLIAMS; KRISTINA L JONES; CHRISTOPHER SPRATLIN; MALEKA D DANIEL; KENDRA A ASHFORDHIGHTOWER; Rosaline Arnett; Merlinda Newberry; Susan Pittman

Subject: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

Early Childhood Team,

Going forth, the **only** designated bathroom for the Division of Early Childhood staff, is the upstairs bathroom. The bathroom in the area of the clinic **is not** to be utilized by our office staff.

The **only** exception is Lore Webster, in which for medical reasons, it is unfavorable for her to climb the stairs.

Please inform other people in your area that may not have access to this email.

Warmest regards,

Thelma Tate

Reply Reply A" Forward

RE: Division of Early Childhood Designated Bathroom - On
Behalf of Dr. Deanna McClendon

THELMA L TATE

To: TAKASHIA A TURNER; DEANNA M MCCLENDON; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE;
CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD
; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 1:23 PM

Early Childhood Team,

You can still use the back stairs.

Warmest regards,

Thelma Tate

Thelma L. Tate
The Division of Early Childhood/Pre-K
Administrative Assistant of Pre-K
130 Flicker Street
Memphis, TN 38104
TateTL1@scsk12.org
(901) 416-3450-Office
(901) 416-4226-Fax
Pre-K: Begin the Journey!

From: TAKASHIA A TURNER

Sent: Wednesday, January 18, 2017 1:00 PM

To: DEANNA M MCCLENDON; THELMA L TATE; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE; RHONDA SMITHBEASON; SAMANTHA VAIL; SHARON L TATE; SHERRI L WALKER; SHONDA MORROW; STACI L HENDRIX; TERESA D TODD; BRIDGET C DAVIS; YVETTE S WILLIAMS; KRISTINA L JONES; CHRISTOPHER SPRATLIN; MALEKA D DANIEL; KENDRA A ASHFORDHIGHTOWER; Rosaline Arnett; Merlinda Newberry; Susan Pittman

Subject: Re: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

Are we allowed to use the back stairs through the clinic when there is a meeting going on in the basement?
Or do we just need to come down the main stairs by Ms. Thelma Tate regardless?



Takashia Turner
Shelby County Schools



THE DEPARTMENT OF LABOR AND EMPLOYEE RELATIONS

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5323 • www.scsk12.org

May 9, 2017

Chantay Branch
Labor Relations Director
Phone: (901) 416-5811
FAX: (901) 416-5756
branchcy@scsk12.org

Dr. Deanna McClendon
[REDACTED]

HAND DELIVERED

Dear Dr. McClendon:

This letter is to advise you that you have been placed on administrative leave **with** pay effective May 10, 2017, pending the outcome of the investigation.

You are not allowed on Shelby County Schools' property or attend any events related to the Shelby County Schools during this time.

If you have any questions, please contact me at (901) 416-5811.

Sincerely,

Chantay Branch, Labor Relations Director
Department of Labor and Employee Relations

CYB/cb

c: Dorsey E. Hopson, II
Dr. Patricia Toarmina
Payroll
Personnel File

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Wednesday, May 10, 2017 7:22 PM
To: CHANTAY Y BRANCH
Cc: JENNIFER ERVIN
Subject: RE: Early Childhood Investigation
Attachments: K-2 Contact List.docx; PreKCentralOfficeStaff.docx

Here are the lists of employees in Early Childhood.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

From: CHANTAY Y BRANCH
Sent: Wednesday, May 10, 2017 12:33 PM
To: PATRICIA A TOARMINA
Cc: JENNIFER ERVIN
Subject: Early Childhood Investigation

Dr. Toarmina,

The Office of General Counsel is going to facilitate the internal investigation of Early Childhood/Pre-K. The investigation will include interviewing the staff within the department. Please provide a list of staff members and include their contact numbers. If you have any questions, please do not hesitate to contact me.

Thank you.



Chantay Y. Branch, Director
Employee Relations / Employee Performance & Support
Shelby County Schools
160 S. Hollywood St., Room 138
Memphis, TN 38112
Office: (901)416-5811
Fax: (901)416-5756
E-Mail: Branchey@scsk12.org
<http://www.scsk12.org>

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communication in error, please immediately notify us by telephone ((901) 416-5811) or by return mail, and delete this message.

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Thursday, May 11, 2017 12:56 PM
To: LEON PATTMAN
Cc: TRINETTE C SMALL; CHANTAY Y BRANCH; SHARON P GRIFFIN; BRIAN STOCKTON
Subject: Early Childhood Contract
Attachments: Perry Davis Contract.pdf.pdf

Chief Pattman,

It has been brought to my attention that some of the services in the attached contract have been delivered, despite the fact that the contract has not yet been through the approval process. Please advise on next steps.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

Southwest Tennessee Community College

Intent to Train Form for Company or Organizational Training Services

Directions: Please complete, sign and return this form concerning your intent to secure training from Southwest's Department of Continuing Education. This form will set in motion the process to obtain an instructor, order textbooks, and to authorize and insure correct billing.

A. TRAINING SERVICES TO BE PROVIDED BY SOUTHWEST:

Title and/or Type Training Services: Child Development Associate Training

Dates and Times of Training: February 11 Thur Dec 09, 2016 Total Number of Training Hours: 120

Minimum or Maximum number of Participants: 20-60

Handouts/Materials/Books Provided: No

Location of Training: Macon and Union Campus

Other Details or Comments:

*In situations where Southwest is to maintain permanent transcripts for participants, participants with outstanding balances at Southwest must pay their outstanding balance before Southwest can officially register them in any classes or maintain their permanent transcripts.

B. SOUTHWEST'S FEES AND CHARGES (Check all that apply.)

☐ Flat Rate Training Fee(s):

☒ Variable Training Fee(s): 12 Classes x \$2,250.00 each = \$27,000.00

C. SOUTHWEST'S TRAINING PROPOSAL AUTHORIZATIONS

Kathy J. Simpson 1/30/17
Southwest Program Manager Date
Signature

Director of Operations & Programs, CTCE Date
Approval

D. METHOD OF PAYMENT (Check one.)

☐ Individual Participants to Pay

☒ We agree to the Services and the Fees and authorize Southwest to invoice us: (See billing information below)

☐ We agree to the Services and the Fees and will pay with a Company Check to follow

☐ We agree to the Services and the Fees and will send our purchase order P.O. #

☐ We agree to the Services and the Fees and will pay with a credit card

☐ Mastercard, ☐ Discover, ☐ Visa Name on Card

Card Number: _____ Expiration Date: _____

E. COMPANY/ORGANIZATION BILLING INFORMATION:

Company/Organizational Name: Shelby County Schools

Attention (Billing Contact Person): Dr. DeAnna McClendon

Address: 130 Flicker

City: Memphis

State: TN

Zip: 38112

Phone: 901.416.3450

De Anna McClendon W M McClendon
Name of Person Authorizing Training & Services Signature of Person Authorizing Training & Services

(Please Print)

3/1/17
Date

F. COMPANY/ORGANIZATION CONTACT REQUESTING TRAINING SERVICES:

Company/Organization Name: Shelby County Schools

Contact's Name: Dr. DeAnna McClendon

Contact's Title: Director of Early Childhood Programs

Address: 130 Flicker

City: Memphis

State: TN

Zip: 38112

Phone: 901.416.3450

Cell: 901.628-6822

Fax:

E-mail Address:

Name of Corporate Training Program Manager: Kathy J. Simpson

☐ Contact has been added to Contact Database?

All Shonda Morrow, search your mailbox

 Search Mail

 Search Web

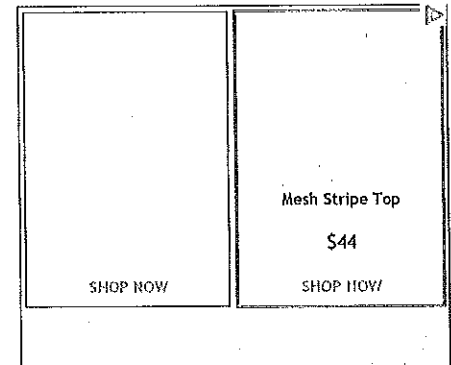
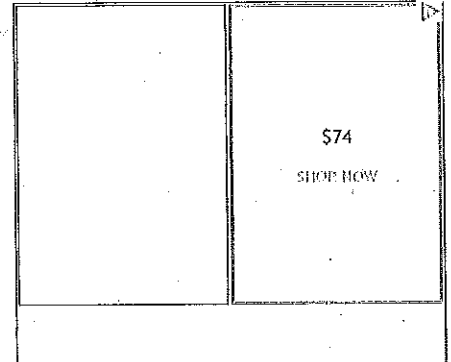
Home

Shonda



Compose

Archive Move Delete Spam More



att.net (53)

att.net (53)

Inbox (53)

Drafts

Sent

Archive

Spam (227)

Trash (905)

Social Views

Important

Unread

Starred

People

Social

Shopping

Travel

Finance

Folders

Notes

Recent

Fwd: sherwood elementary layout issues (2) People att.net

Justin Vance, CPSI
President
Great Southern Recreation
Play, The Way It Should Be!
615-542-6644

Delete

Respond

Mon 3/14/2016 3:28 PM

BB

Benjamin Bowden

Re: sherwood

To Chris Loudeneck

Cc Justin Vance; Amanda Loudeneck; Brandy Reynolds

Follow up. Start by Tuesday, March 7, 2017. Due by Tuesday, March 7, 2017.

Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

Awesome, I'll be up there Friday to do some walk-throughs with De

Appreciate you communicating with him on your progress.

We'll get this check processed on Thursday and overnighted.

Ben Bowden, CSP, CPSI
Safety and Operations Manager
Great Southern Recreation
Play, The Way It Should Be!
615-556-6011

Follow us:

☐ Right-click or tap and hold here to

Reply Reply to All Forward ... More

Shonda Morrow <shondamorrow@bellsouth.net> Today at 3:34 PM
To Shonda Morrow

> Show original message

Reply Reply to All Forward ... More

Click to reply all

Send



All Shonda Morrow, search your mailbox

Search Mail

Search Web

Home

Shonda


 Archive Move Delete Spam More

att.net (53)

Fwd: sherwood elementary layout issues

People att.net

Inbox (53)

From: "Chris Loudenbeck" <Chris@clsoutdoorservices.com>
 Date: May 3, 2017 at 4:00:37 PM CDT
 To: [REDACTED]
 Cc: "Amanda Loudenbeck" <amanda@clsoutdoorservices.com>
 Subject: FW: sherwood elementary layout issues

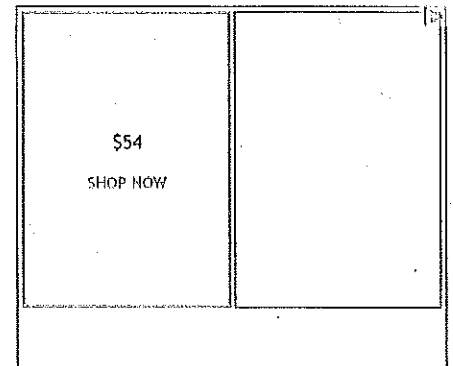
Here you go.

Chris Loudenbeck

CLS Outdoor Services

30 N. Main, Atoka, TN, 38004

901.428.8836 901.482.9996



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 early Mother's Day deliveries.
 Shop now at
 1800Flowers.com

From: Chris Loudenbeck [mailto:Chris@clsoutdoorservices.com]
 Sent: Tuesday, March 7, 2017 2:59 PM
 To: 'LEONARD E MYERS' <MYERSLE1@scsk12.org>; 'DEDRIC L PIT' <justin@greatsouthernrec.com>
 Cc: 'SYBILLE S NOBLE' <nobless@scsk12.org>; 'DWAN GILLIOM' <[REDACTED]>
 Subject: RE: sherwood elementary layout issues
 Importance: High

Please find the attachments above. You will see my email to GSR cor resolved after meeting with the customer (dedric) and changing the la all adjustments of the site came directly from our on-site meeting with inspection. At this point, the only one involved that made the decisio proceeded as he instructed.

Chris Loudenbeck

CLS Outdoor Services

30 N. Main, Atoka, TN, 38004

901.428.8836 901.482.9996



From: LEONARD E MYERS [mailto:MYERSLE1@scsk12.org]
 Sent: Tuesday, March 7, 2017 2:59 PM

INVOICE OF PROFESSIONAL SERVICES RENDERED**CONSULTANT****Dr. Shelly L. Counsell**

Assistant Professor of Early Childhood Education
 Dept. of Instruction & Curriculum Leadership
 College of Education | The University of Memphis
 3798 Walker Avenue | Memphis, TN 38103

INVOICE

Prepared for **Dr. DeAnna McClendon**, Director
 Early Childhood Education | Shelby County Schools
 CLASS Teacher Workshops (4)
 Phone: 901.416.3703 | Email: MCCLENDONDM@scsk12.org
 130 Flicker Street | Memphis, TN 38104
 www.scsk12.org

DESCRIPTION OF WORK	QTY/HRS	UNIT PRICE	SUB TOTAL
CLASS-Instructional Learning Formats (ILF) Workshop: Creating Instructional Learning Formats that Value the "Everyday" Practices of Young Children in PreK (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Concept Development (CD) Workshop: Block Building and STEM (Science, Technology, Engineering, and Math) [4-year olds]	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Quality of Feedback (QF) Workshop: Inquiry, Productive Questioning, and Thinking Maps during Snack Time (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Language Modeling (LM) Workshop Title: Using Mirror Books to Develop Language Modeling with Young Children in PreK (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
GRAND TOTAL	6 hrs	\$6,000.00	\$6,000.00

ADDITIONAL SERVICES: Additional services may be authorized by Shelby County Schools/Early Childhood Education (SCS/ECE) and agreed upon by the CONSULTANT, but shall be considered outside the scope of this AGREEMENT. Such additional services shall be billed to Client at a yet to be determined hourly rate or lump sum.

WORK PRODUCTS: The CONSULTANT will produce the principal work products as described above. There will be no changes to the work products without the prior written approval of SCS/ECE and the CONSULTANT.

PROPRIETORSHIP: For the purpose of this AGREEMENT, the SCS/ECE may produce original documentation, including drawings, diagrams, maps, perspective renderings, other artworks, graphic aids, and various written materials germane to the trainings associated with CLASS. Any other such documentation (e.g., Power Point Presentations) shall remain intellectual property of the CONSULTANT.

Reports or other documents (e.g., articles) produced in whole or in part under this Agreement shall be the shared intellectual property of both SCS/ECE and the CONSULTANT.

MONITORING AND SUPERVISION: The CONSULTANT will carry out this project in consultation with SCS/ECE. The CONSULTANT agrees to monitoring of the project by designated SCS/ECE staff. The CONSULTANT further agrees to meet with SCS/ECE staff to review progress, and to revise documents to meet the Scope of Services, as required by SCS/ECE staff.

Neither party shall hold the other party responsible for damages or delay in performance caused by acts of nature, strikes, lockouts, accidents, or other events beyond the control of the other or the other's employees and agents.

Each party agrees to promptly notify the other party should any problems, delays or adverse conditions occur which will substantially affect the ability to achieve project objectives, prevent the meeting of time schedules or preclude the completion of project work.

There will be no changes to the project period without the prior written approval of SCS/ECE and the CONSULTANT.

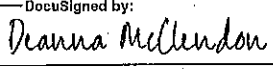
The CONSULTANT shall invoice SCS/ECE for services rendered in one part. The invoice shall be submitted for 100 percent of the total fee upon completion of work and/or project.

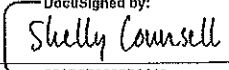
TERMINATION: SCS/ECE reserves the right to terminate or decrease this AGREEMENT at any time should the CONSULTANT'S performance not meet SCS/ECE's approval or if the CONSULTANT shall fail to fulfill in a timely and proper manner the obligations and conditions of this AGREEMENT. The criteria for satisfaction and approval shall be a professional standard provided by similar professionals performing similar work and within similar circumstances.

This AGREEMENT may be terminated upon ten (10) days written notice of either party. Upon termination, the CONSULTANT shall be paid for work satisfactorily completed prior to the date of termination proportional to the percentage of the total project completed.

SEVERABILITY: Should any part, term or provision of this Agreement or any document required herein to be executed be declared invalid, void or unenforceable, all remaining parts, terms and provisions hereof shall remain in full force and effect and shall in no way be invalidated, impaired or affected thereby.

WE THE UNDERSIGNED indicate our mutual understanding and consent to the aforementioned terms and conditions of this AGREEMENT to be effective on the day and year to which the services shall be rendered.

APPROVED By: 
Dr. DeAnna McClendon
Director/Early Childhood Ed.
Shelby County Schools
130 Flicker Street
Memphis, TN 38104

By: 
Dr. Shelly L. Counsell
Asst. Prof. of Early Childhood Ed.
Instruction & Curriculum Leadership
College of Education
Univ. of Memphis
Memphis, TN 38152

Date: 3/3/2017 | 11:01 AM PST

Date: 3/3/2017 | 09:20 AM PST

MAIL CHECK TO THIS ADDRESS:
Dr. Shelly L. Counsell
317 PIDGEON ROAD
MEMPHIS, TN 38117

**PROPOSED SHELBY COUNTY HEAD START FISCAL TRAINING AND
TECHNICAL ASSISTANCE PLAN
April 1, 2017 – June 30, 2017**

The proposed schedule is designed to provide support to Shelby Schools Head Start Fiscal staff and child care partner. The activities proposed were determined by staff as needed in order to provide reasonable assurance that the program and fiscal units would be in compliance with the fiscal controls necessary to operate a high-quality Head Start program. The purpose of the T/TA activities are to work with staff and management to implement a Financial Management System to ensure resources are used solely for their authorized purposes and provide T/TA to the financial staff in preparing for the OHS Fiscal Integrity Monitoring during the 2017 – 2018 federal fiscal year. The activities will be conducted between April 1, 2017 and June 30, 2017. We are proposing a total of 14 days during the period.

DATES	DAYS	ACTIVITIES	COSTS
April, 2017	4 days on - site	<ul style="list-style-type: none"> • Provide TA to SCS on the development of the 2017 – 2018 child care partner contract, including the requirements of the NEW Performance Standards; • Provide TA to SCS on the development of the 2017 – 2018 child care partner contract budget, including the resources from each source of funding; • Provide TA to SCS on the reconciliation of the Final SF-425 (Outlay/Expenditure) report to the Quarterly SF-425 (Cash) report; • Complete a reconciliation of the final GL expenditures to the Final SF-425 report; and 	\$2,100.00 \$1775.00 \$1,775.00 \$2,100.00
TOTAL	4 DAYS		\$7,750.00
May, 2017	4 days – on-site	<ul style="list-style-type: none"> • Beginning reviewing and analyzing records and reports in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; • Work with the SCS fiscal staff to develop a monitoring system to monitor the fiscal activities at the agency and child care partner levels; • Provide TA to the fiscal staff SCS and Child Care Partner for obligating costs to the operating budgets at the grantee and contractor; 	\$1,775.00 \$1775.00 \$2,100.00

		<ul style="list-style-type: none"> Continue to work with the fiscal staff to revised the fiscal policies and procedures to align with the Uniform Guidance. 	\$2,100.00
TOTAL	4 DAYS		\$7,750.00
June, 2017	3 days on - site	<ul style="list-style-type: none"> Continue to work on records and reports in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; Provide training to the new fiscal staff on the Head Start Monitoring requirements; and Review the implementation of the changes to the accounting system to budget, obligate and expense costs to the Head Start Grant. 	\$2,275.00 \$2,275.00 \$2,100.00
TOTAL	3 DAYS		\$6,650.00
June, 2017	3 days on - site	<ul style="list-style-type: none"> Continue to work on records and reports to in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; Work with the management team to evaluated progress toward the activities in the 2017 grant application in preparation for the submission of the 2018 continuation application; and Provided TA to the management staff on the policies and procedures to implement the fiscal requirements for the governance structure (Board of Director and Policy Council). 	\$2,275.00 \$2,275.00 \$2,100.00
TOTAL	3 DAYS		\$6,650.00
APRIL – JUNE 2017	TOTAL DAYS: 14		\$28,800.00

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Thursday, May 11, 2017 12:56 PM
To: LEON PATTMAN
Cc: TRINETTE C SMALL; CHANTAY Y BRANCH; SHARON P GRIFFIN; BRIAN STOCKTON
Subject: Early Childhood Contract
Attachments: Perry Davis Contract.pdf.pdf

Chief Pattman,

It has been brought to my attention that some of the services in the attached contract have been delivered, despite the fact that the contract has not yet been through the approval process. Please advise on next steps.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

CHANTAY Y BRANCH

From: PATRICE M GREGORY
Sent: Friday, May 12, 2017 12:59 PM
To: CHANTAY Y BRANCH
Cc: PATRICE M GREGORY
Subject: FW: Dr. McClendon Time Off Request
Attachments: SKMBT_C35317051208350.pdf

Good Afternoon Ms. Branch,

I have been asked to follow up with you regarding my question to Danita noted below.

Please advise on how this type of request should be processed by Dr. Toarmina's office.

Best Regards,
Patrice

Patrice M. Gregory
Administrative Assistant
Shelby County Schools/Office of Academics
160 S. Hollywood Street Room 261
Memphis, TN 38112
Office: (901) 416-5800 Fax: (901) 416-7612
Email: gregorypm@scsk12.org

-----Original Message-----

From: PATRICE M GREGORY
Sent: Friday, May 12, 2017 9:37 AM
To: DANITA BENSON <BENSOND2@scsk12.org>
Cc: PATRICE M GREGORY <GREGORYPM@scsk12.org>
Subject: Dr. McClendon Time Off Request

Hello Danita,

I am looking for clarification for Dr. Toarmina regarding the attached time off request from Dr. McClendon. Can Dr. McClendon request what kind of paid leave (sick, vacation) to use while on a leave of absence pending an investigation?

Thank you for your assistance,
Patrice

Patrice M. Gregory Administrative Assistant Shelby County Schools/Office of Academics
160 S. Hollywood Street Room 261 Memphis, TN 38112
Office: (901) 416-5800 Fax: (901) 416-7612
Email: gregorypm@scsk12.org



updated
request
5/8/17

Office of Academics
Request for Leave or Absence

Name DeAnna M. Clendon		Position Director Early Childhood	
Type of Leave/Absence (Check appropriate box(es) below)	Date		Family and Medical Leave
	From	To	
	MAY 12 (3 days)	MAY 16	
	MAY 19 (1 day)	MAY 19th	
<input type="checkbox"/> Personal Illness			<p>If annual leave, sick leave or leave without pay will be used under the Family and Medical Leave Act of 1993, please provide the following information:</p> <p><input type="checkbox"/> I hereby Invoke my entitlement to Family and Medical Leave for:</p> <p><input type="checkbox"/> Birth/Adoption/Foster Care</p> <p><input type="checkbox"/> Serious health condition of spouse, son, daughter, or parent</p> <p><input type="checkbox"/> Serious health condition of self</p> <p>Contact your supervisor and/or the Office of Human Resources to obtain additional information about your entitlements and responsibilities under the Family and Medical Leave Act.</p>
<input checked="" type="checkbox"/> Illness – Immediate Family			
<input type="checkbox"/> Death – Immediate Family			
<input type="checkbox"/> Vacation			
<input type="checkbox"/> Jury Duty			
<input type="checkbox"/> Military Leave			
<input type="checkbox"/> Professional Meeting			
Other:			
<input type="checkbox"/> Leave Without Pay			
Employee Signature DeAnna M. Clendon		Date: 5/8/17	
Official Action on Request : <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved (If disapproved, give reason)			
Reason for Disapproval:			
Assistant Superintendent Signature			Date

TKNS

160 Sunset

Waukegan IL

60885

Tanette Small

160 S. Hollywood St

Memphis TN

38112



1030



38112

U.S. POSTAGE
PAID
FREDERICK, MD
21702
APR 24, 17
AMOUNT

\$0.98

R2303S101045-27



DEPARTMENT OF ACADEMICS

160 S. Hollywood Street Room 260 • Memphis, TN 38112 • (901) 416-5800 • Fax (901) 416-7612

• www.scsk12.org

Patricia Toarmina, Ed.D.
Assistant Superintendent
toarminap@scsk12.org

July 26, 2016

TO: Deanna McClendon
FROM: Patricia Toarmina *Patricia Toarmina*
RE: Use of Board Vehicle

The purpose of this memorandum is to document a verbal warning regarding your unauthorized use of a Shelby County Schools (SCS) vehicle. Specifically, SCS vehicles are provided for business use only. On June 2, you reported to the office of Risk Management that you were involved in an accident. You reported that you had three children in your vehicle at the time of the accident, but they were not on the scene when Risk Management investigated. You also stated to me and to Risk Management personnel that you were taking the children to camp. Additionally, you were charged with and later found guilty of Failure to Yield and Violation of Child Restraint law (under 4 years). Furthermore, the accident, for which you were at fault, caused \$20,000 in damages to the vehicle.

Please be advised that the District vehicle is only to be used for business purposes. Future infractions will result in an advanced step in the progressive discipline process. Thank you for your adherence to this and all other district policies.

Unified Shelby County Schools Standards for Driving Positions

QUALIFICATIONS

Employee must have a valid driver's license with appropriate endorsements to operate the type and class of vehicle they will operate.

Qualified drivers must not use vehicles outside Shelby County Schools without being permitted to do so. Their vehicle must be used after hours.

RESPONSIBILITY

Shelby County Schools reserve the right to review an employee's driving record as follows:

- Prior to hiring
- When transferring an employee to a driving position
- During the post-accident analysis for SCSS-owned school
- Annually for employees who drive a Shelby County Schools-owned school bus or commercial vehicle

REPORTING INCIDENTS/ACCIDENTS

All employees operating a school-owned, leased, or rented vehicle must report any incident/accident immediately to their supervisor. Procedures have been provided for how to report accident from the accident scene.

All employees in a driving position shall report any major moving violations, DUI (driving under the influence), reckless driving, hit and run, negligent homicide, and other offenses which indicate moral hazards or flagrant disregard for public safety in their personal vehicle to the supervisor of their department. This action shall occur on the first working day following the receipt of citation. Failure to comply with the provision shall be considered willful violation of policy and may result in further disciplinary action. The supervisor will coordinate with Risk Management and Legal Relations for appropriate disciplinary and corrective action.

DISCIPLINARY AND CORRECTIVE ACTION

Any employee in a position requiring a valid driver's license is subject to disciplinary action up to and including dismissal when their MVR does not meet standards. Progressive discipline will apply, however, does not have to be administered in order depending on the severity of the offense. Progressive discipline includes but is not limited to, verbal and/or written warning, probation, suspension, reassignment and termination. An employee removed from a driving position in which a non-driving position is not available, may result in termination. SCSS reserves the right to remove any employee from a driving position for any reason deemed in the best interest of SCSS.

I have read and understand the "Standards for Driving Positions" and agree to abide by its guidelines. A copy will be provided.

LeAnna McCloud
Print Name

LeAnna McCloud
Signature

Director of Logistics
Job Title

5/11/15
Signature

Pre-K Central Office Staff			
Name	Agency	Contact Number	Email Address
DeAnna McClendon	SCS	416-4214	mcclendondm@scsk12.org
Kathryn Bostick	SCS	416-2811	bostickka@scsk12.org
John Lovelace	SCS	416-0036	lovelacej@scsk12.org
Teresa Todd	SCS	416-0177	todddtd@scsk12.org
Alfunsia Merriwether	SCS	416-0136	merriwethera@scsk12.org
Shonda Morrow	SCS	416-0300	morrows@scsk12.org
Olive Hankins	SCS	416-9890	hankinso@scsk12.org
Sharon Tate	SCS	416-4267	tatesl@scsk12.org
Elisa Griffin	SCS	416-1024	griffine@scsk12.org
Samantha Vail	SCS	416-0249	vails@scsk12.org
Thelma Tate	SCS	416-3668	tatetl1@scsk12.org
Sherri Walker	SCS	416-3703	walkersl@scsk12.org
Rhonda Smith	SCS	416-0549	smithbeasonr@scsk12.org
Debra Bowie	SCS	416-4211	bowiedh@scsk12.org
Carolyn Harvey	SCS	416-4266	harveycj@scsk12.org
Chris Spratlin	SCS	416-0465	spratlinc@scsk12.org
Kendra Hightower	SCS	416-3141	ashfordhightoweka@scsk12.org
Maleka Daniel	SCS	416-6604	danielmd@scsk12.org
Yvette Williams	SCS	416-8982	williamsys@scsk12.org
Regina Payne	SCS	416-0304	payner@scsk12.org
Detris Crane	SCS	416-3690	craned@scsk12.org
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Staci Hendrix	SCS	416-7123	hendrixsl1@scsk12.org
Loretta Webster	SCS	416-0327	websterl1@scsk12.org
Ali Bhagat	SCS	416-0369	bhagata@scsk12.org
Karlton Jones	SCS	416-0387	jonesk8@scsk12.org
Mattie Harris	SCS	416-0513	Harrism11@scsk12.org
Latrece Harrison	SCS	416-0351	latreceharrison@gmail.com
Merlinda Newberry	SCS	416-0542	n.merlinda@yahoo.com
Susan Pittman	SCS	416-0001	Susanpittman04@gmail.com
Patrice Jones	SCS	416-0637	patricejones1218@gmail.com
Ameisha Herron	SCS	416-0641	ameishaherron@ymail.com
Winter Cox	SCS	416-0672	coxwinter@gmail.com
Sean Lee	Porter Leath	577-2500	slee@porterleath.org
Karen Harrell	Porter Leath	577-2500	kharrell@porterleath.org
Towanda Peete-Smith	Porter Leath	577-2500	tsmith@porterleath.org
Tracey Lowery	Porter Leath	577-4090	tlowery@porterleath.org
Sonya Becton	Porter Leath	577-2500	sbecton@porterleath.org
Shundra Hurd	Porter Leath	577-2500	shurd@porterleath.org
Vertoshia Winder	Porter Leath	577-2500	vwinder@porterleath.org
Charita Gregory	Porter Leath	577-2500	cgregory@porterleath.org
Matthew Ferguson	Porter Leath	577-2500	mferguson@porterleath.org
Priscilla Herron	Porter Leath	577-2500	pherron@porterleath.org
Deaunn Stovall	Porter Leath	577-2500	dstovall@porterleath.org

Vickie Standard	Porter Leath	577-2500	vstandard@porterleath.org
Kennetha McClain	Porter Leath	577-2500	kmccclain@porterleath.org
Jack Parks	Porter Leath	577-2500	jparks@porterleath.org
Tameka Glass	Porter Leath	577-2500	tglass@porterleath.org
Ashlee Webster	Porter Leath	577-2500	awebster@porterleath.org
Charles Griffin	Porter Leath	577-4090	cgriffin@porterleath.org
Kristy McKinney	Porter Leath	577-4090	klmckinney@porterleath.org
Deborah Williams	Porter Leath	577-4090	dwilliams@porterleath.org
Latoya Washington	Porter Leath	577-4090	lwashington@porterleath.org
Jerin Towns	Porter Leath	577-4090	jtowns@porterleath.org
Ashley Tolbert	Porter Leath	577-4090	atolbert@porterleath.org
Marcie James	Porter Leath	577-4090	atolbert@porterleath.org
Michelle Alexander	Porter Leath	577-4090	malexander@porterleath.org
Shmeka Gray	Porter Leath	577-2500	sgray@porterleath.org
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Melody Williams	Porter Leath	452-7736	miwilliams@porterleath.org
Eleanor McChriston	Porter Leath	452-7736	emcchriston@porterleath.org
Stephanie Jones	Porter Leath	452-7736	sjones@porterleath.org

Employee	Email	Work Number
Demetra Brown	brownd1@scsk12.org	69889
Bridget Davis	davisbc1@scsk12.org	60430
Heather Heard Davis	heardhl@scsk12.org	60427
Kristina Jones	joneskl@scsk12.org	60423
Chanel Sallie	salliecl@scsk12.org	63691
Takashia Turner	turnerta@scsk12.org	60372

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Kristina Jones	joneskl@scsk12.org	60423
Chanel Sallie	salliecl@scsk12.org	63691
Takashia Turner	turnerta@scsk12.org	60372

* = Talks too Much
 ✓ = Collaborating
 Slow in completing tasks (Highlighted)

Pre-K Central Office Staff

Name	Agency	Contact Number	Email Address
DeAnna McClendon	SCS	416-4214	mcclendondm@scsk12.org
Kathryn Bostick	SCS	416-2811	bostickka@scsk12.org
John Lovelace	SCS	416-0036	lovelacej@scsk12.org
Teresa Todd	SCS	416-0177	todddt@scsk12.org
Alfunsia Merriwether ✓	SCS	416-0136	merriwethera@scsk12.org
Shonda Morrow	SCS	416-0300	morrows@scsk12.org
Olive Hankins	SCS	416-9890	hankinso@scsk12.org
Sharon Tate	SCS	416-4267	tatesl@scsk12.org
Elisa Griffin	SCS	416-1024	griffine@scsk12.org
Samantha Vail	SCS	416-0249	vails@scsk12.org
* Thelma Tate	SCS	416-3668	tatetl1@scsk12.org
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Carolyn Harvey ✓	SCS	416-4266	harveycj@scsk12.org
Chris Spratlin	SCS	416-0465	spratlinc@scsk12.org
Kendra Hightower	SCS	416-3141	ashfordhightoweka@scsk12.org
Maleka Daniel	SCS	416-6604	danielmd@scsk12.org
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Regina Payne	SCS	416-0304	payner@scsk12.org
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Loretta Webster	SCS	416-0327	websterl1@scsk12.org
Ali Bhagat	SCS	416-0369	bhagata@scsk12.org
Karlton Jones	SCS	416-0387	jonesk8@scsk12.org
Mattie Harris	SCS	416-0513	Harrism11@scsk12.org
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Winter Cox	SCS	416-0672	coxwinter@gmail.com
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Priscilla Herron	Porter Leath	577-2500	pherron@porterleath.org
Deaunn Stovall	Porter Leath	577-2500	dstovall@porterleath.org

Vickie Standard	Porter Leath	577-2500	vstandard@porterleath.org
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Jack Parks	Porter Leath	577-2500	jparks@porterleath.org
Tameka Glass	Porter Leath	577-2500	tglass@porterleath.org
Ashlee Webster	Porter Leath	577-2500	awebster@porterleath.org
Charles Griffin	Porter Leath	577-4090	cgriffin@porterleath.org
Kristy McKinney	Porter Leath	577-4090	klmckinney@porterleath.org
Deborah Williams	Porter Leath	577-4090	dwilliams@porterleath.org
Latoya Washington	Porter Leath	577-4090	lwashington@porterleath.org
Jerin Towns	Porter Leath	577-4090	jtowns@porterleath.org
Ashley Tolbert	Porter Leath	577-4090	atolbert@porterleath.org
Marcie James	Porter Leath	577-4090	atolbert@porterleath.org
Michelle Alexander	Porter Leath	577-4090	malexander@porterleath.org
Shmeka Gray	Porter Leath	577-2500	sgray@porterleath.org
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Asia Goodman	Porter Leath	452-7736	agoodman@porterleath.org
Melody Williams	Porter Leath	452-7736	miwilliams@porterleath.org
Eleanor McChriston	Porter Leath	452-7736	emcchriston@porterleath.org
Stephanie Jones	Porter Leath	452-7736	sjones@porterleath.org

Assignment Sheet

JD # 42134



PCN: 21965

HR Tracking # 25021 Former Emp ☐ Current Emp ☒ New Emp ☐ Retired Emp ☐

Emp First Name Kathryn Emp Last Name Bostick

Address City State Zip

SSN Cell phone Home phone

Race Sex DOB

Effective Date 7/1/2014 Contract End Date

Emp Code Type of Change

J P Basis

Job Title Early Childhood Manager Pay Code Row

Rate of pay \$34,989.00 per annual

New Location

New Ck Loc Report to:

Start Time End Time Hours Months

Comments Salary change per compensation. Please see attached email from Marlan Mitchell.

License Type Endorsement Code HQ

Ed Level Yrs TN Tchng Exp Assgn Cd

subject/grade level

Supplements STARS New Hire ☐ STARS Rehire ☐ Recruitment Source:

HR Rep Payne, Regina Process Session Date: Orientation Date

Date Completed 7/24/2014 emp packet sent ☐

changed salary 7/28/14 sm

Emp is already in this PCN with different title

Subject: early childhood manager

Date: Wednesday, July 23, 2014 11:47:02 PM CT

From: MARLAN MITCHELL

To: REGINA PAYNE

July 1 start Date
4/5/27 - 2087

Regina,

We received the approved JD. The identified incumbent and salary is below. Please touch basis with Dr. McClendon on the effective date.

Kathryn Bostick		Early Childhood Manager	\$ 94,989.00
-----------------	--	-------------------------	--------------

Best Regard,

PCN 21965



Marlan Mitchell,
Strategic Compensation Advisor
Shelby County Schools
Compensation Department
160 S. Hollywood St., (Room 120)
Memphis, TN 38112
mitchellmr@scsk12.org
901-416-9979

In all your endeavors consider the impact your response will have on others.

Confidentiality: Shelby County Board of Education offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.

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Assignment Sheet

PCN: 21965- 30715

FD # 42134



HR Tracking # 25021 Former Emp ☐ Current Emp ☒ New Emp ☐ Retired Emp ☐

Emp First Name Kathryn

Emp Last Name Bostick

Address City State Zip

SSN Cell phone Home phone

Race Sex DOB

Effective Date 7/1/2014 Contract End Date

Emp Code Type of Change

J P Basis

Job Title

Early Childhood Manager

Pay Code Row

Rate of pay \$4,989.00 per annual

New Location

New Ck Loc Report to:

Start Time End Time Hours Months

Comments Salary change per compensation. Please see attached email from Marlan Mitchell.

see attached email

License Type Endorsement Code HQ ☐

Ed Level Yrs TN Tchng Exp Assgn Cd

subject/grade level

Supplements STARS New Hire ☐ STARS Rehire ☐ Recruitment Source:

HR Rep Payne, Regina

Process Session Date:

Orientation Date

Date Completed 7/24/2014 emp packet sent ☐

8/28/14

changed title + pcn

8/28/14 sm

PCN change only.
Title
Regin

Subject: FW: early childhood manager

Date: Tuesday, August 26, 2014 12:11:00 PM CT

From: ERICA R SMITH

To: REGINA PAYNE

Ms. Regina, just an FYI. Please use **PCN #30715**(new PCN) for Early Childhood Manager (Kathryn Bostick)... she will remain in Fd08 budget as the Director of Early Childhood (Deanna McClendon) will remain in Fd01.

/ers

From: REGINA PAYNE

Sent: Thursday, July 31, 2014 12:57 PM

To: JOHNATHAN RUSSELL

Subject: FW: early childhood manager

Johnathan,

Please see the messages below regard the Early Childhood Manager position. I will send the JD in a separate email.

Thanks,

Regina

Regina

Regina Payne

Recruitment and Staffing Manager

Human Resources

Shelby County Schools

Office Phone: (901) 416-5518

FAX: (901) 416-1080

Shelby County Board of Education offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.

From: DEANNA M MCCLENDON <MCCLENDONDM@scsk12.org>

Date: Friday, July 25, 2014 5:25 PM

To: RPayne <payner@scsk12.org>

Cc: TRINETTE C SMALL <SMALLTC@scsk12.org>

Subject: RE: early childhood manager

No I am moving to Director of Early Childhood Programs.

Please confirm with Trinette, she was working with Mr Hopson.

Dr. DeAnna McClendon
Early Childhood Program Manager
3232 Birchfield Drive
Memphis, TN 38127
901-416-3450 office
901-628-6822 cell

Pre-K: Begin the Journey!

From: REGINA PAYNE
Sent: Friday, July 25, 2014 5:23 PM
To: DEANNA M MCCLENDON
Subject: Re: early childhood manager

Did the title change? I am going by what Marlan put my form.

Regina
Regina Payne
Recruitment and Staffing Manager
Human Resources
Shelby County Schools
Office Phone: (901) 416-5518
FAX: (901) 416-1080

Shelby County Board of Education offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.

From: DEANNA M MCCLENDON <MCCLENDONDM@scsk12.org>
Date: Friday, July 25, 2014 5:21 PM
To: TAURUS B CURRIE <CURRIETB@scsk12.org>, RPayne <payner@scsk12.org>, ERICA R SMITH <SMITHER2@scsk12.org>
Cc: SHATALA S MERRITT <merrittss@scsk12.org>
Subject: RE: early childhood manager

That would be me.

Dr. DeAnna McClendon
Early Childhood Program Manager
3232 Birchfield Drive
Memphis, TN 38127
901-416-3450 office
901-628-6822 cell

Pre-K: Begin the Journey!

From: TAURUS B CURRIE
Sent: Friday, July 25, 2014 5:09 PM
To: REGINA PAYNE; ERICA R SMITH
Cc: DEANNA M MCCLENDON; SHATALA S MERRITT
Subject: RE: early childhood manager

Is there a vacant existing position for an Early Childhood Manager?

From: REGINA PAYNE
Sent: Friday, July 25, 2014 5:07 PM
To: TAURUS B CURRIE; ERICA R SMITH
Cc: DEANNA M MCCLENDON; SHATALA S MERRITT
Subject: FW: early childhood manager
Importance: High

Hello,

Can the title for Katheryn Bostick be changed or a new PCN to match the updated information below?

21965 is her current PCN

Thanks,

Regina
Regina Payne
Recruitment and Staffing Manager
Human Resources
Shelby County Schools
Office Phone: (901) 416-5518
FAX: (901) 416-1080

Shelby County Board of Education offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.

From: MARLAN MITCHELL <MITCHELLMR@scsk12.org>
Date: Wednesday, July 23, 2014 11:47 PM
To: RPayne <payner@scsk12.org>
Subject: early childhood manager

Regina,

We received the approved JD. The identified incumbent and salary is below. Please touch basis with Dr. McClendon on the effective date.

Kathryn Bostick		Early Childhood Manager	\$ 94,989.00
-----------------	--	-------------------------	--------------

Best Regard,



Marlan Mitchell.
Strategic Compensation Advisor
Shelby County Schools
Compensation Department
160 S. Hollywood St., (Room 120)
Memphis, TN 38112
mitchellmr@scsk12.org
901-416-9979

In all your endeavors consider the impact your response will have on others.

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UNIFIED LIVE



Hostick, Kathryn A

[Active] |
Manager Early Childhood | Pre-K

Employee Search

Advanced Search

HR / Payroll > Employees > Job and Payment > Summary

Summary

Contract Amount:	\$91,813.04	Contract Length:	260.00	Current Gross	\$3,566.23	PI
Primary:	\$91,813.04	Primary:	260.00	Primary:	\$3,566.23	Re
Secondary:	\$0.00	Secondary:	0.00	Secondary:	\$0.00	Mc

Expand | Collapse | Filter |

Job Title	Job Title	Position Type	Contract Amount	Payments	R
Job Class	Salary Schedule	Position No	Paid to Date	Factor	U
Cost Center	Employee Category	PIRS		Timesheet Hrs	Documen
[-] Fiscal Year: 2017 - Status: CURRENT POSITION					
Manager Early Childhood		Primary	46,361.04	10 out of 13	92,722.0
23 - 12 MONTH CENTR...	Exempt/ Pay Cod...	30715	35,662.34	1.0000	1
Pre-K					
Account No and %:		08-73402-10500-102084-7211-D525			
		08-73402-10500-102090-7211-D525			
[+] Fiscal Year: 2017 - Status: PAST POSITION					
[+] Fiscal Year: 2016 - Status: PAST POSITION					
[-] Fiscal Year: 2015 - Status: PAST POSITION					
* Manager Early Childhood	7/1/2014	Primary	94,989.00	10 of 261	94,989.0
23 - 12 MONTH CENTR...	Central Office/ Pa...	30715	94,989.00	1.0000	1
Pre-K					
Account No and %:		08-73400-10500-102090-8805-D525			
[-] Fiscal Year: 2014 - Status: PAST POSITION					
* Instructional Advisor, Pre-K		Primary	68,014.00	10 of 261	68,014.0
21 - 12 MONTH ADMIN...	Central Office/ Pa...	21965	68,014.00	1.0000	1
Pre-K	Instructional Advi...				
Account No and %:		08-73400-10500-102090-8805-8004			

Rows 1-5 of 5

(15) → 12 mo min. mid max
62,844 - 82,640 - 101,808

Does not appear to be reclassification

UNIFIED LIVE



McClendon, Dearina Monta

14676 | Active |
Director Early Childhood | Pre-KEmployee Search
Advanced Search

HR / Payroll > Employees > Job and Payment > Summary

Summary

Contract Amount:	\$121,700.02	Contract Length:	260.00	Current Gross	\$4,707.69	PII
Primary:	\$121,200.02	Primary:	260.00	Primary:	\$4,707.69	Re
Secondary:	\$500.00	Secondary:	0.00	Secondary:	\$0.00	Mc

Expand | Collapse | Filter |

Job Title	Job Title	Position Type	Contract Amount	Payments	R
Job Class	Salary Schedule	Position No	Paid to Date	Factor	U
Cost Center	Employee Category	PIRS		Timesheet Hrs	Documen
[-] Fiscal Year: 2017 - Status: CURRENT POSITION					
Director Early Childhood		Primary	61,200.00	10 out of 13	122,400.0
23 - 12 MONTH CENTR...	Exempt/ Pay Cod...	30714	47,076.92	1.0000	1
Pre-K					
Account No and %:					
01-73401-10500-102090-7211-0000					
01-73401-10500-102084-7211-0000					
Career Ladder		Secondary	500.00		500.0
46 - STIPEND/CAREER ...		28192	500.00	1.0000	1
Career Ladder					
Account No and %:					
01-71100-11700-190300-1090-0000					
[+] Fiscal Year: 2017 - Status: PAST POSITION					
[+] Fiscal Year: 2016 - Status: PAST POSITION					
[-] Fiscal Year: 2015 - Status: PAST POSITION					
Director Early Childhood		Primary	120,000.00	10 of 261	120,000.0
23 - 12 MONTH CENTR...	Central Office/ Pa...	30714	120,000.00	1.0000	1
Pre-K					
Account No and %:					
01-73400-10500-102090-8097-0000					
Pre-K Manager		Primary	0.00	10 of 0	95,940.0
23 - 12 MONTH CENTR...	Central Office/ Pa...	17503	0.00	1.0000	1
Pre-K					
Account No and %:					
01-73400-10500-102090-8097-0000					
FIT Refunds		Primary	0.01	1 out of 1	0.0
63 - SALARY ADJUSTM...			0.01	1.0000	1
Adjustment/Other					
Account No and %:					
01-21310-00000-000000-0000-0000					

Career Ladder		Secondary	500.00		500.0
46 - STIPEND/CAREER ...		28192	1,000.00	1.0000	1
	Career Ladder				
Account No and %: 01-71100-11700-190300-1090-0000					
Fiscal Year: 2014 - Status: PAST POSITION					
Pre-K Manager		Primary	95,940.00	10 of 261	95,940.0
23 - 12 MONTH CENTR...	Central Office/ Pa...	17503	95,940.00	1.0000	1
Pre-K					
Account No and %: 01-73400-10500-102090-8097-0000					
Career Ladder		Secondary	500.00		500.0
46 - STIPEND/CAREER ...		28192	1,000.00	1.0000	1
	Career Ladder				
Account No and %: 01-71100-11700-190300-1090-0000					

Rows 1-5 of 18

- lose 90 percent of salary w/ the range

15% - minimum



DEPARTMENT OF ACADEMICS

160 S. Hollywood Street Room 260 • Memphis, TN 38112 • (901) 416-5800 • Fax (901) 416-7612
• www.scsk12.org

Patricia Toarmina, Ed.D.
Assistant Superintendent
toarminap@scsk12.org

July 26, 2016

TO: Deanna McClendon
FROM: Patricia Toarmina *Patricia Toarmina*
RE: Use of Board Vehicle

The purpose of this memorandum is to document a verbal warning regarding your unauthorized use of a Shelby County Schools (SCS) vehicle. Specifically, SCS vehicles are provided for business use only. On June 2, you reported to the office of Risk Management that you were involved in an accident. You reported that you had three children in your vehicle at the time of the accident, but they were not on the scene when Risk Management investigated. You also stated to me and to Risk Management personnel that you were taking the children to camp. Additionally, you were charged with and later found guilty of Failure to Yield and Violation of Child Restraint law (under 4 years). Furthermore, the accident, for which you were at fault, caused \$20,000 in damages to the vehicle.

Please be advised that the District vehicle is only to be used for business purposes. Future infractions will result in an advanced step in the progressive discipline process. Thank you for your adherence to this and all other district policies.

Employee	Email	Work Number
Demetra Brown	brownd1@scsk12.org	69889
Bridget Davis	davisbc1@scsk12.org	60430
Heather Heard Davis	heardhl@scsk12.org	60427
Kristina Jones	joneskl@scsk12.org	60423
Chanel Sallie	salliecl@scsk12.org	63691
Takashia Turner	turnerta@scsk12.org	60372

Pre-K Central Office Staff

Name	Agency	Contact Number	Email Address
DeAnna McClendon	SCS	416-4214	mcclendondm@scsk12.org
Kathryn Bostick	SCS	416-2811	bostickka@scsk12.org
John Lovelace	SCS	416-0036	lovelacej@scsk12.org
Teresa Todd	SCS	416-0177	toddtd@scsk12.org
Alfunsia Merriwether	SCS	416-0136	merriwethera@scsk12.org
Shonda Morrow	SCS	416-0300	morrows@scsk12.org
Olive Hankins	SCS	416-9890	hankinso@scsk12.org
Sharon Tate	SCS	416-4267	tatesl@scsk12.org
Elisa Griffin	SCS	416-1024	griffine@scsk12.org
Samantha Vail	SCS	416-0249	vails@scsk12.org
Thelma Tate	SCS	416-3668	tatetl1@scsk12.org
Sherri Walker	SCS	416-3703	walkersl@scsk12.org
Rhonda Smith	SCS	416-0549	smithbeasonr@scsk12.org
Debra Bowie	SCS	416-4211	bowiedh@scsk12.org
Carolyn Harvey	SCS	416-4266	harveycj@scsk12.org
Chris Spratlin	SCS	416-0465	spratlinc@scsk12.org
Kendra Hightower	SCS	416-3141	ashfordhightoweka@scsk12.org
Maleka Daniel	SCS	416-6604	danielmd@scsk12.org
Yvette Williams	SCS	416-8982	williamsys@scsk12.org
Regina Payne	SCS	416-0304	payner@scsk12.org
Detris Crane	SCS	416-3690	craned@scsk12.org
Linh Pham	SCS	416-0087	phammn@scsk12.org
Staci Hendrix	SCS	416-7123	hendrixsl1@scsk12.org
Loretta Webster	SCS	416-0327	websterl1@scsk12.org
Ali Bhagat	SCS	416-0369	bhagata@scsk12.org
Karlton Jones	SCS	416-0387	jonesk8@scsk12.org
Mattie Harris	SCS	416-0513	Harrism11@scsk12.org
Latrece Harrison	SCS	416-0351	latreceharrison@gmail.com
Merlinda Newberry	SCS	416-0542	n.merlinda@yahoo.com
Susan Pittman	SCS	416-0001	Susanpittman04@gmail.com
Patrice Jones	SCS	416-0637	patricejones1218@gmail.com
Ameisha Herron	SCS	416-0641	ameishaherron@ymail.com
Winter Cox	SCS	416-0672	coxwinter@gmail.com
Sean Lee	Porter Leath	577-2500	slee@porterleath.org
Karen Harrell	Porter Leath	577-2500	kharrell@porterleath.org
Towanda Peete-Smith	Porter Leath	577-2500	tsmith@porterleath.org
Tracey Lowery	Porter Leath	577-4090	tlowery@porterleath.org
Sonya Becton	Porter Leath	577-2500	sbecton@porterleath.org
Shundra Hurd	Porter Leath	577-2500	shurd@porterleath.org
Vertoshia Winder	Porter Leath	577-2500	vwinder@porterleath.org
Charita Gregory	Porter Leath	577-2500	cgregory@porterleath.org
Matthew Ferguson	Porter Leath	577-2500	mferguson@porterleath.org
Priscilla Herron	Porter Leath	577-2500	pherron@porterleath.org
Deaunn Stovall	Porter Leath	577-2500	dstovall@porterleath.org

Vickie Standard	Porter Leath	577-2500	vstandard@porterleath.org
Kennetha McClain	Porter Leath	577-2500	kmccclain@porterleath.org
Jack Parks	Porter Leath	577-2500	jparks@porterleath.org
Tameka Glass	Porter Leath	577-2500	tglass@porterleath.org
Ashlee Webster	Porter Leath	577-2500	awebster@porterleath.org
Charles Griffin	Porter Leath	577-4090	cgriffin@porterleath.org
Kristy McKinney	Porter Leath	577-4090	klmckinney@porterleath.org
Deborah Williams	Porter Leath	577-4090	dwilliams@porterleath.org
Latoya Washington	Porter Leath	577-4090	lwashington@porterleath.org
Jerin Towns	Porter Leath	577-4090	jtowns@porterleath.org
Ashley Tolbert	Porter Leath	577-4090	atolbert@porterleath.org
Marcie James	Porter Leath	577-4090	atolbert@porterleath.org
Michelle Alexander	Porter Leath	577-4090	malexander@porterleath.org
Shmeka Gray	Porter Leath	577-2500	sgray@porterleath.org
Mary Sesley	Porter Leath	452-7736	msesley@porterleath.org
Asia Goodman	Porter Leath	452-7736	agoodman@porterleath.org
Melody Williams	Porter Leath	452-7736	miwilliams@porterleath.org
Eleanor McChriston	Porter Leath	452-7736	emcchriston@porterleath.org
Stephanie Jones	Porter Leath	452-7736	sjones@porterleath.org

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Wednesday, May 10, 2017 7:22 PM
To: CHANTAY Y BRANCH
Cc: JENNIFER ERVIN
Subject: RE: Early Childhood Investigation
Attachments: K-2 Contact List.docx; PreKCentralOfficeStaff.docx

Here are the lists of employees in Early Childhood.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

From: CHANTAY Y BRANCH
Sent: Wednesday, May 10, 2017 12:33 PM
To: PATRICIA A TOARMINA
Cc: JENNIFER ERVIN
Subject: Early Childhood Investigation

Dr. Toarmina,

The Office of General Counsel is going to facilitate the internal investigation of Early Childhood/Pre-K. The investigation will include interviewing the staff within the department. Please provide a list of staff members and include their contact numbers. If you have any questions, please do not hesitate to contact me.

Thank you.



Chantay Y. Branch, Director
Employee Relations / Employee Performance & Support
Shelby County Schools
160 S. Hollywood St., Room 138
Memphis, TN 38112
Office: (901)416-5811
Fax: (901)416-5756
E-Mail: Branchey@scsk12.org
<http://www.scsk12.org>

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Pre-K Central Office Staff			
Name	Agency	Contact Number	Email Address
DeAnna McClendon	SCS	416-4214	mcclendondm@scsk12.org
Kathryn Bostick	SCS	416-2811	bostickka@scsk12.org
John Lovelace	SCS	416-0036	lovelacej@scsk12.org
Teresa Todd	SCS	416-0177	todddt@scsk12.org
Alfunsia Merriwether	SCS	416-0136	merriwethera@scsk12.org
Shonda Morrow	SCS	416-0300	morrows@scsk12.org
Olive Hankins	SCS	416-9890	hankinso@scsk12.org
Sharon Tate	SCS	416-4267	tatesl@scsk12.org
Elisa Griffin	SCS	416-1024	griffine@scsk12.org
Samantha Vail	SCS	416-0249	vails@scsk12.org
Thelma Tate	SCS	416-3668	tatetl1@scsk12.org
Sherri Walker	SCS	416-3703	walkersl@scsk12.org
Rhonda Smith	SCS	416-0549	smithbeasonr@scsk12.org
Debra Bowie	SCS	416-4211	bowiedh@scsk12.org
Carolyn Harvey	SCS	416-4266	harveycj@scsk12.org
Chris Spratlin	SCS	416-0465	spratlinc@scsk12.org
Kendra Hightower	SCS	416-3141	ashfordhightoweka@scsk12.org
Maleka Daniel	SCS	416-6604	danielmd@scsk12.org
Yvette Williams	SCS	416-8982	williamsys@scsk12.org
Regina Payne	SCS	416-0304	payner@scsk12.org
Detris Crane	SCS	416-3690	craned@scsk12.org
Linh Pham	SCS	416-0087	phammn@scsk12.org
Staci Hendrix	SCS	416-7123	hendrixsl1@scsk12.org
Loretta Webster	SCS	416-0327	websterl1@scsk12.org
Ali Bhagat	SCS	416-0369	bhagata@scsk12.org
Karlton Jones	SCS	416-0387	jonesk8@scsk12.org
Mattie Harris	SCS	416-0513	Harrism11@scsk12.org
Latrece Harrison	SCS	416-0351	latrekeharrison@gmail.com
Merlinda Newberry	SCS	416-0542	n.merlinda@yahoo.com
Susan Pittman	SCS	416-0001	Susanpittman04@gmail.com
Patrice Jones	SCS	416-0637	patricejones1218@gmail.com
Ameisha Herron	SCS	416-0641	ameishaherron@ymail.com
Winter Cox	SCS	416-0672	coxwinter@gmail.com
Sean Lee	Porter Leath	577-2500	slee@porterleath.org
Karen Harrell	Porter Leath	577-2500	kharrell@porterleath.org
Towanda Peete-Smith	Porter Leath	577-2500	tsmith@porterleath.org
Tracey Lowery	Porter Leath	577-4090	tlowery@porterleath.org
Sonya Becton	Porter Leath	577-2500	sbecton@porterleath.org
Shundra Hurd	Porter Leath	577-2500	shurd@porterleath.org
Vertoshia Winder	Porter Leath	577-2500	vwinder@porterleath.org
Charita Gregory	Porter Leath	577-2500	cgregory@porterleath.org
Matthew Ferguson	Porter Leath	577-2500	mferguson@porterleath.org
Priscilla Herron	Porter Leath	577-2500	pherron@porterleath.org
Deaunn Stovall	Porter Leath	577-2500	dstovall@porterleath.org

Vickie Standard	Porter Leath	577-2500	vstandard@porterleath.org
Kennetha McClain	Porter Leath	577-2500	kmccclain@porterleath.org
Jack Parks	Porter Leath	577-2500	jparks@porterleath.org
Tameka Glass	Porter Leath	577-2500	tglass@porterleath.org
Ashlee Webster	Porter Leath	577-2500	awebster@porterleath.org
Charles Griffin	Porter Leath	577-4090	cgriffin@porterleath.org
Kristy McKinney	Porter Leath	577-4090	klmckinney@porterleath.org
Deborah Williams	Porter Leath	577-4090	dwilliams@porterleath.org
Latoya Washington	Porter Leath	577-4090	lwashington@porterleath.org
Jerin Towns	Porter Leath	577-4090	jtowns@porterleath.org
Ashley Tolbert	Porter Leath	577-4090	atolbert@porterleath.org
Marcie James	Porter Leath	577-4090	atolbert@porterleath.org
Michelle Alexander	Porter Leath	577-4090	malexander@porterleath.org
Shmeka Gray	Porter Leath	577-2500	sgray@porterleath.org
Mary Sesley	Porter Leath	452-7736	msesley@porterleath.org
Asia Goodman	Porter Leath	452-7736	agoodman@porterleath.org
Melody Williams	Porter Leath	452-7736	miwilliams@porterleath.org
Eleanor McChriston	Porter Leath	452-7736	emcchriston@porterleath.org
Stephanie Jones	Porter Leath	452-7736	sjones@porterleath.org

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Thursday, May 11, 2017 12:56 PM
To: LEON PATTMAN
Cc: TRINETTE C SMALL; CHANTAY Y BRANCH; SHARON P GRIFFIN; BRIAN STOCKTON
Subject: Early Childhood Contract
Attachments: Perry Davis Contract.pdf.pdf

Chief Pattman,

It has been brought to my attention that some of the services in the attached contract have been delivered, despite the fact that the contract has not yet been through the approval process. Please advise on next steps.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

**PROPOSED SHELBY COUNTY HEAD START FISCAL TRAINING AND
TECHNICAL ASSISTANCE PLAN**

April 1, 2017 – June 30, 2017

The proposed schedule is designed to provide support to Shelby Schools Head Start Fiscal staff and child care partner. The activities proposed were determined by staff as needed in order to provide reasonable assurance that the program and fiscal units would be in compliant with the fiscal controls necessary to operate a high-quality Head Start program. The purpose of the T/TA activities are to work with staff and management to implement a Financial Management System to ensure resources are used solely for their authorized purposes and provide T/TA to the financial staff in preparing for the OHS Fiscal Integrity Monitoring during the 2017 – 2018 federal fiscal year. The activities will be conducted between April 1, 2017 and June 30, 2017. We are proposing a total of 14 days during the period.

DATES	DAYS	ACTIVITIES	COSTS
April, 2017	4 days on - site	<ul style="list-style-type: none"> • Provide TA to SCS on the development of the 2017 – 2018 child care partner contract, including the requirements of the NEW Performance Standards; • Provide TA to SCS on the development of the 2017 – 2018 child care partner contract budget, including the resources from each source of funding; • Provide TA to SCS on the reconciliation of the Final SF-425 (Outlay/Expenditure) report to the Quarterly SF-425 (Cash) report; • Complete a reconciliation of the final GL expenditures to the Final SF-425 report; and 	• \$2,100.00 • \$1,775.00 • \$1,775.00 • \$2,100.00
TOTAL	4 DAYS		• \$7,750.00
May, 2017	4 days – on-site	<ul style="list-style-type: none"> • Beginning reviewing and analyzing records and reports in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; • Work with the SCS fiscal staff to develop a monitoring system to monitor the fiscal activities at the agency and child care partner levels; • Provide TA to the fiscal staff SCS and Child Care Partner for obligating costs to the operating budgets at the grantee and contractor; 	• \$1,775.00 • \$1,775.00 • \$2,100.00

		<ul style="list-style-type: none"> Continue to work with the fiscal staff to revised the fiscal policies and procedures to align with the Uniform Guidance. 	\$2,100.00
TOTAL	4 DAYS		\$7,750.00
June, 2017	3 days on - site	<ul style="list-style-type: none"> Continue to work on records and reports in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; Provide training to the new fiscal staff on the Head Start Monitoring requirements; and Review the implementation of the changes to the accounting system to budget, obligate and expense costs to the Head Start Grant. 	\$2,275.00 \$2,275.00 \$2,100.00
TOTAL	3 DAYS		\$6,650.00
June, 2017	3 days on - site	<ul style="list-style-type: none"> Continue to work on records and reports to in preparation for the 2017 – 2018 Office of Head Start on-site fiscal monitoring; Work with the management team to evaluated progress toward the activities in the 2017 grant application in preparation for the submission of the 2018 continuation application; and Provided TA to the management staff on the policies and procedures to implement the fiscal requirements for the governance structure (Board of Director and Policy Council). 	\$2,275.00 \$2,275.00 \$2,100.00
TOTAL	3 DAYS		\$6,650.00
APRIL – JUNE 2017	TOTAL DAYS: 14		\$28,800.00

CHANTAY Y BRANCH

From: PATRICIA A TOARMINA
Sent: Thursday, May 11, 2017 12:56 PM
To: LEON PATTMAN
Cc: TRINETTE C SMALL; CHANTAY Y BRANCH; SHARON P GRIFFIN; BRIAN STOCKTON
Subject: Early Childhood Contract
Attachments: Perry Davis Contract.pdf.pdf

Chief Pattman,

It has been brought to my attention that some of the services in the attached contract have been delivered, despite the fact that the contract has not yet been through the approval process. Please advise on next steps.

Patricia Toarmina, Ed.D.
Assistant Superintendent of Teaching and Learning
Shelby County Schools
160 S. Hollywood, Room 260
Memphis, TN 38112

CHANTAY Y BRANCH

From: PATRICE M GREGORY
Sent: Friday, May 12, 2017 12:59 PM
To: CHANTAY Y BRANCH
Cc: PATRICE M GREGORY
Subject: FW: Dr. McClendon Time Off Request
Attachments: SKMBT_C35317051208350.pdf

Good Afternoon Ms. Branch,

I have been asked to follow up with you regarding my question to Danita noted below.

Please advise on how this type of request should be processed by Dr. Toarmina's office.

Best Regards,
Patrice

Patrice M. Gregory
Administrative Assistant
Shelby County Schools/Office of Academics
160 S. Hollywood Street Room 261
Memphis, TN 38112
Office: (901) 416-5800 Fax: (901) 416-7612
Email: gregorypm@scsk12.org

-----Original Message-----

From: PATRICE M GREGORY
Sent: Friday, May 12, 2017 9:37 AM
To: DANITA BENSON <BENSOND2@scsk12.org>
Cc: PATRICE M GREGORY <GREGORYPM@scsk12.org>
Subject: Dr. McClendon Time Off Request

Hello Danita,

I am looking for clarification for Dr. Toarmina regarding the attached time off request from Dr. McClendon. Can Dr. McClendon request what kind of paid leave (sick, vacation) to use while on a leave of absence pending an investigation?

Thank you for your assistance,
Patrice

Patrice M. Gregory Administrative Assistant Shelby County Schools/Office of Academics
160 S. Hollywood Street Room 261 Memphis, TN 38112
Office: (901) 416-5800 Fax: (901) 416-7612
Email: gregorypm@scsk12.org



updated
request
5/8/17

Office of Academics
Request for Leave or Absence

Name DeAnna McClendon		Position Director Early Childhood	
Type of Leave/Absence (Check appropriate box(es) below)	Date		Family and Medical Leave
	From	To	
	MAY 12 (3 days)	MAY 16	
	MAY 19 (1 day)	MAY 19th	
<input type="checkbox"/> Personal Illness		<p>If annual leave, sick leave or leave without pay will be used under the Family and Medical Leave Act of 1993, please provide the following information:</p> <p><input type="checkbox"/> I hereby invoke my entitlement to Family and Medical Leave for:</p> <p><input type="checkbox"/> Birth/Adoption/Foster Care</p> <p><input type="checkbox"/> Serious health condition of spouse, son, daughter, or parent</p> <p><input type="checkbox"/> Serious health condition of self</p> <p>Contact your supervisor and/or the Office of Human Resources to obtain additional information about your entitlements and responsibilities under the Family and Medical Leave Act.</p>	
<input checked="" type="checkbox"/> Illness – Immediate Family			
<input type="checkbox"/> Death – Immediate Family			
<input type="checkbox"/> Vacation			
<input type="checkbox"/> Jury Duty			
<input type="checkbox"/> Military Leave			
<input type="checkbox"/> Professional Meeting			
Other:			
<input type="checkbox"/> Leave Without Pay			
Employee Signature DeAnna McClendon		Date: 5/8/17	
Official Action on Request : <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved (If disapproved, give reason)			
Reason for Disapproval:			
Assistant Superintendent Signature		Date	

Management

- fear + intimidation
- disrespectful
- yells + curses, beat on staff
- threats in staff meeting

Hiring Practices

- unqualified individuals
- failure to post jobs
- Fiscal Manager hired daughter (Teresa Todd)

Hello

This letter is in regards to some unethical practices by your Head Start administration, in particular, the Director who manages with fear and intimidation. She is disrespectful to some of her staff. This is why this letter had to be sent anonymously due to her expected retaliation. She has hired many unqualified individuals with no experience as well as gives jobs to her friends without properly posting the job. This is just one area that needs to be explored. She has help from HR and some of the board that has allowed this behavior to continue, despite the reports that show incompliance. She has experienced individuals that are working and effectively ran the program but because of her personal conflict she refuses to use. Also look into the disaster that has been created with the overall program. Several complaints have been made, only to be ignored. Please stop protecting her and help the children. The children are our future, not pawns for someone's personal agenda. Please remove the negativity that has been placed upon a magnificent program.



12/21/14

Heidi A. Ramírez, PhD, *Chief Academic Officer*

Charity -

See attached.


Thanks.
H.



160 South Hollywood Street
Memphis, Tennessee 38112




confidential

Montell Burman


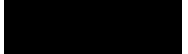



Todd, Teresa D		Employee Search Advanced Search		Shelby County Schools 2017	
 UNIFIED LIVE		Active Manager, Grant Fiscal Pre-K			

HR / Payroll > Employees > Profile > Primary Info [Options](#) | [Help](#)

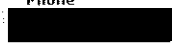
Detail

SSN: 	MCS Employee: YES	Status: 0 - Active	
Last Name: Todd	First Name: Teresa	Middle Name: D	(Select...)
Title:	Suffix:	Birth Date: 	
Allow Release: <input type="checkbox"/>			


Address

Line 1: 	Type: MA - Mailing <input type="checkbox"/> Bad Address
Line 2: 	Address Usage: No items availat
City: 	State:  ZIP: 
County:	Country: USA - UNITED STATES OF /

Phone

	Ext.:	Usage: HOME - Home <input type="radio"/> Default <input type="checkbox"/> Unlisted (more...)	Email toddt@SCSK12.ORG (more...)
---	-------	--	--

User Defined Fields

Sick Bank: <input type="checkbox"/>	Date Joined: 
-------------------------------------	--

RECEIVED

2/3/17

DB

I hope this letter is read by the right people who care about employees of the Shelby County School. I work with the Early Childhood office on flicker street and have worked in the school system for many years. I have never and I mean never worked in a department that is so bad as a employee. We are all still trying to figure out why no one cares about how the department run. We have come to realize that we are over here in a deserted island and that no one higher up in the school system cares about the employees of the early childhood office. We all know that nothing will change as long as the someone as mean and cruel as Mclendon is the leader. I am not sure if all of the things that happen in the early childhood office has been shared with the higher ups and if they have why noboby tried to get some help for the people that work there. We know that people who are the leaders look out for each other and cover for them but every leader who do not do nothing about the problem with her will go down with her too. First she does not a clue about how to run a department and does not have the sense to figure out how to be a better leader. She treats people with so much meanness that every person is afraid of her and will not speak out. Let me give you a few things that will get us in trouble and get the school system in trouble because someone is going to snap at some point and I think it will end in a bad way. People can only take so much of being in a hostile environment that is caused by her. She pits staff against each other by in a staff meeting letting the whole staff know who are her favorites and those that she don't like. This causes a lot of division for staff and don't mention morale of the staff. People are stressed and off work a lot because they cant take much and this show in the scores from the classroom and across the board. She is a uncaring and a manipulative person and have no business being the head of the

department. How did she get here with knowing so little about her job. The people that stay with the program love working with the children. She bring people in that she knows and hire them so that they can be watchdogs for her. If you are not loyal to her and I did not say loyal to the work you will be on her bad list. Everybody know not to question her or any of her loyal troops or they will be in trouble. She brought in a old boss of hers who is as mean as she is and she work partime but act like she is over the program. We thought that was what Mr. Lovelace was over the compliance part but it seem like she brought her own person. How can you bring a partime person to be a Manager of people that work there and be over full time employees. Susan Pitman is her name and the staff say she is listed on the website like she is a regular staff. How do you get to be on the list as a employee and you are not a full time employee but you have other partime people who are not on the website. Since the think she can do anything she did not the sense to know that this does not look right. Oh the staff talked about this but was scared to report it and where to report it to. This is her old boss and that is why. She also let the Fiscal Manager hire her daughter and then the daughter reported to her. We knew not to say anything about that because the fiscal person is one of her marching soldiers. When you have people so intimidated and scared you know that this is not a good place and the school system should do something about it. You have meetings with staff and because you get upset if they question something you yell, curse, and beat on the table. This should never be allowed. You can verify this by asking any person that work there because it happens a lot. When you get ready to move your marching soldiers to a high position or you have a new position you tell everybody that the job is going to be posted but it will be for the

person she want and she announce who the person is going to be. She have someone in the HR department who pull the name that she want even if they do not qualify but they have been loyal to her and this is her way to pay them. Then you get people in the job like her that don't know the duties and then it fails because they don't know how to do it. Now they become really loyal because they owe her now and she builds her marching soldiers like this. We all know that the labor law does not work like this because it is unfair. I know this is wrong because I know how the school system work. Now we have people there who do not have vacation time but because they are part of her loyalty team she let them go on vacations when they don't have time. There are other people that get vacation denied because she don't like them. These people have time on the books. How do you have respect for someone who have meetings and bash the higher ups of the school system every chance she get. We all know that her supervisors don't know nothing. Trimina and Ramirez. She has many times talked about them in a negative way in meetings with employees there and they have heard this. This is not a leader because we know you should not do this. Anybody that does not cater to her or kiss her but is a target. I guess the reason is to make us think that the higher ups are bad people and do not care about the employees in early childhood. She may want us to dislike these people because she paint a bad picture about them. Now we know better but the marching soldiers go along with her and chime in when she talk like this. I tell you this much. If she comes to talk to you all on the board she is going to lie for her benefit because she think that noboby is smart enough to see through the mess she spill out of her mouth. If you don't know any better you would think that she know what she is talking about but we know that she does not

know early childhood or nothing about Head Start. If you are one of her soldiers she will go and fight for you to get a good salary a new higher position or some kind of promotion that she will make up. She think that because she have played this hugh mind game on the staff that she is safe because all of them are scared to speak out on the toxic environment that she has caused. Oh yell, you will have people who will be scared to talk about all the terrible things that are going on there. Remember they owe her because she bought them. I bet you will have staff who will tell the truth and nothing but the truth. Why is asking for this department to be looked at so hard because some of the staff have said they have reached out to the higher ups but no one cares. They will care though when this train runs off the railroad track and then it will be too late. How do you think people feel if they think that they will get a bad review because they just want to do their job not be a part of her mean girl actions against staff. When you talk about staff in a negative way to other staff and then it gets out what you said because everyone talk about it then you are making a workplace hostile. When you let some staff do or get away with things but not the other staff you are make a workplace unhappy. I guess in a nutshell it is just this. She does not have the skills to be a leader and she don't know enough about her job to do it. We are all waiting on something to happen the next time she yells curse and scream at someone. Now when you read this you can take it serious or not. All we would like to happen is for someone to hear our voice and help our department be better. Writing a letter is not something that I do but I think I am speaking for a lot of staff at early childhood. We will wait to see if there is anyone that care enough to get this department together. That will tell the story for all of us. I am sorry but I don't trust

this enough to put my name on the letter because I fear someone may tell her and cover for her and then my life will be hell at the early childhood office with her and her soldiers and I will lose my job. She has done so much in her job and nothing ever happens to her so I hope you can understand if we feel that she is being protected by the higher ups. That is why my name is not on the letter. I don't know how else to talk about this. I hope this letter does work and help us get stable and in a good work place and not a hostile and unhappy one. It is not rocket science to know that someone else is needed to lead this office because she is like Superman man and kryptonite. The more wrong stuff she does and get away with it the worse she get. This letter has some of the stuff that happen and there is so much.

By the way can you put someone name in a email that is sick and with a disability. The worker that she did this to was upset. We think this is against the Hipa law to do this. Now everybody know the lady is sick and with a disability and she did not want everybody in the office to know that. She ought to know better. Just ask the lady. She was on medical leave and came back. Ms. Webster is a nice lady and work in the fiscal part of the office. The email is with this letter so you can see. She is breaking so many labor laws that it is gojng to get the district in trouble. Singling people out who has to come to office first but not making other people come first. Please investigate this place.

Early childhood staff

Reply · Reply All Forward

Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

THELMA L TATE

To: ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE;
DEANNA M MCCLENDON; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD;
JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 12:22 PM

Early Childhood Team,

Going forth, the **only** designated bathroom for the Division of Early Childhood staff, is the upstairs bathroom. The bathroom in the area of the clinic **is not** to be utilized by our office staff.

The **only** exception is Lore Webster in which for medical reasons, it is unfavorable for her to climb the stairs.

Please inform other people in your area that may not have access to this email.

Warmest regards,

Thelma Tate

Thelma L. Tate
The Division of Early Childhood/Pre-K
Administrative Assistant of Pre-K
130 Flicker Street
Memphis, TN 38104
TateTL1@scsk12.org
(901) 416-3450-Office
(901) 416-4226-Fax
Pre-K: Begin the Journey!

Reply Reply All Forward

Re: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

TAKASHIA A TURNER

To: DEANNA M MCCLENDON; THELMA L TATE; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 1:00 PM

Are we allowed to use the back stairs through the clinic when there is a meeting going on in the basement? Or do we just need to come down the main stairs by Ms. Thelma Tate regardless?



Takashia Turner
Shelby County Schools
Early Childhood, K-2 Advisor
turnerta@scsk12.org

CLICK HERE TO VISIT OUR MEDIA PAGES



[SCS K-2 Spot](#)



[SCS K-2 Facebook Link](#)

From: DEANNA MCCLENDON <MCCLENDONDM@scsk12.org>

Date: Wednesday, January 18, 2017 at 12:50 PM

To: THELMA TATE <TATETL1@scsk12.org>, ALFUNSIA MERRIWETHER <MERRIWETHERA@scsk12.org>, ALI BHAGAT <BHAGATA@scsk12.org>, DEBRA BOWIE <BOWIEDH@scsk12.org>, CAROLYN HARVEY <HARVEYCI@scsk12.org>, CHANEL SALLIE <SALLIECL@scsk12.org>, DEBRA L WALLACE <WALLACEDL@scsk12.org>, DETRIS N CRANE <CRANEDN@scsk12.org>, ELISA GRIFFIN <GRIFFINE@scsk12.org>, HEATHER HEARD <HEARDHL@scsk12.org>, JOHN LOVELACE <LOVELACEJ@scsk12.org>, KATHRYN BOSTICK <BOSTICKKA@scsk12.org>, LORETTA WEBSTER <WEBSTERL1@SCSK12.ORG>, MATTIE HARRIS <HARRISM11@scsk12.org>, LINH PHAM <PHAMIMIN@scsk12.org>, REGINA PAYNE <PAYNER@scsk12.org>, RHONDA SMITHBEASON <SMITHBEASONR@scsk12.org>, SAMANTHA VAIL <VAILS@scsk12.org>, SHARON TATE <TATESL@scsk12.org>, SHERRI WALKER <WALKERSL@scsk12.org>, SHONDA MORROW <MORROWS@scsk12.org>, STACI HENDRIX <HENDRIXSL1@scsk12.org>, Takashia Turner <TURNERTA@scsk12.org>, TERESA TODD <TODDTD@scsk12.org>, BRIDGET DAVIS <DAVISBC1@scsk12.org>, YVETTE S WILLIAMS <WILLIAMSYS@scsk12.org>, KRISTINA JONES <JONESKL@scsk12.org>, CHRISTOPHER

Reply · Reply All Forward

RE: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

THELMA L TATE

To: TAKASHIA A TURNER; DEANNA M MCCLENDON; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE;

Wednesday, January 18, 2017 1:23 PM

Early Childhood Team,

You can still use the back stairs.

Warmest regards,

Thelma Tate

Thelma L. Tate
The Division of Early Childhood/Pre-K
Administrative Assistant of Pre-K
130 Flicker Street
Memphis, TN 38104
TateTL1@scsk12.org
(901) 416-3450-Office
(901) 416-4226-Fax
Pre-K: Begin the Journey!

From: TAKASHIA A TURNER

Sent: Wednesday, January 18, 2017 1:00 PM

To: DEANNA M MCCLENDON; THELMA L TATE; ALFUNSIA MERRIWETHER; ALI BHAGAT; DEBRA H BOWIE; CAROLYN J HARVEY; CHANEL L SALLIE; DEBRA L WALLACE; DETRIS N CRANE; ELISA GRIFFIN; HEATHER L HEARD; JOHN LOVELACE; KATHRYN A BOSTICK; LORETTA WEBSTER; MATTIE HARRIS; LINH PHAM; REGINA PAYNE; RHONDA SMITHBEASON; SAMANTHA VAIL; SHARON L TATE; SHERRI L WALKER; SHONDA MORROW; STACI L HENDRIX; TERESA D TODD; BRIDGET C DAVIS; YVETTE S WILLIAMS; KRISTINA L JONES; CHRISTOPHER SPRATLIN; MALEKA D DANIEL; KENDRA A ASHFORDHIGHTOWER; Rosaline Arnett; Merlinda Newberry; Susan Pittman

Subject: Re: Division of Early Childhood Designated Bathroom - On Behalf of Dr. Deanna McClendon

Are we allowed to use the back stairs through the clinic when there is a meeting going on in the basement?
Or do we just need to come down the main stairs by Ms. Thelma Tate regardless?



Takashia Turner
Shelby County Schools

FILE COPY

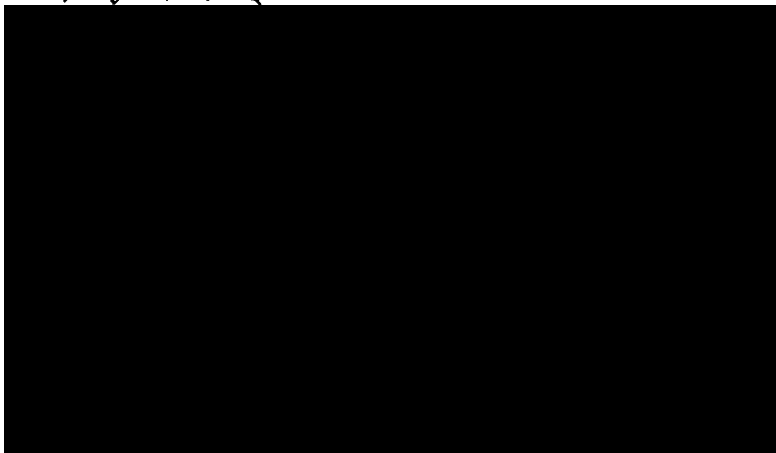
I hereby report that Dr. Deanna McClendon has not assumed responsibility for the efficiency, productivity and integrity of the operations of the Department of Procurement Services, Head Start Financial Regulations, State Regulations regarding Early Childhood expenditures. She has exhibited SCS, Head Start definition of waste, fraudulent activity. Her actions are deemed as careless and needless regarding expenditure of Head Start funds and the consumption of District property and services. While serving as a Director, her actions are a result from her deficient practices, systems, controls, or decisions. They have been displayed by the following transaction/actions:

- \$800,000 Head Start finances to pay for safe and health playground services that were paid to a vendor. However, the vendor was paid before the services were completed. Additionally, the services were never completed. In an effort to cover up the insufficiency and follow up of the first service another vendor was contracted to complete the job.
- A conflict of interest has been displayed by contracting with Contracted Community Partner Dr. Mary Palmer for the services of supporting the efforts of Child Development Associate credentials. Dr. Palmer/Southwest Community Partner already has an established contract regarding funding (4) classrooms. This is a conflict of interest and causes a barrier/ hostile relationship with other contracted Community Partner.
- A conflict of interest has been displayed by contracting with Dr. Brian Wright and Dr. Counsel of University of Memphis for the purpose of CLASS professional development for our Pre-K Teachers. Dr. Wright and Dr. Counsel are not certified CLASS

trainers. Additionally, Pre-K Advisors are currently serving as CLASS professional development trainers. This is a conflict of interest due to Dr. Wright currently serving as Policy Council Member. This is a conflict of interest regarding the appearance of bribery and kick back.

These are the apparent violations regarding District Policies. The investigation of these allegations is appreciated due to the threat of loss of Federal Head Start Funds and decrease of harmony in the Early Childhood Division.

TKns



1000



38112

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FIRST CLASS

Trinette Small

160 S. Hollywood St
Memphis TN

38112

Unified Shelby County Schools Standards for Driving Positions

QUALIFICATIONS

Employee must have a valid drivers' license with appropriate endorsements to operate the type and class of vehicle they will operate.

Qualified drivers having primary residence outside Shelby County limits will not be permitted to take their vehicle home after hours.

RESPONSIBILITY

Shelby County Schools reserves the right to review an employee's motor vehicle records (MVR):

- Prior to hiring.
- When transferring an employee to a driving position.
- During the post-accident analysis for SCS owned vehicle.
- Annually for employees who drive a Shelby County Schools owned, leased, or rented vehicle.

REPORTING INCIDENTS/ACCIDENTS

All employees operating a board owned, leased, or rented vehicle must report any incident/accident immediately to their supervisor. Procedures have been provided on how to report accident from the accident scene.

All employees in a driving position shall report any major moving violations, DUI (driving under the influence), reckless driving, hit and run, negligent homicide, and other offenses which indicate moral hazards or flagrant disregard for public safety in their personal vehicle to the supervisor of their department. This action shall occur on the first working day following the receipt of citation. Failure to comply with this provision shall be considered willful violation of policy and may result in further disciplinary action. The supervisor will coordinate with Risk Management and Labor Relations for appropriate disciplinary and corrective action.

DISCIPLINARY AND CORRECTIVE ACTION

Any employee in a position requiring a valid drivers' license is subject to disciplinary action up to and including dismissal when their MVR does not meet standards. Progressive discipline will apply, however does not have to be administered in order depending on the severity of the offense. Progressive discipline includes but is not limited to, verbal and/or written warning, probation, suspension, reassignment and termination. An employee removed from a driving position in which a non-driving position is not available, may result in termination. SCS reserves the right to remove any employee from a driving position for any reason deemed in the best interest of SCS.

I have read and understand the "Standards for Driving Positions" and agree to abide by its guidelines. A copy will be provided.

DeAnna McClendon

Print Name

DeAnna McClendon

Signature

Director of Early Childhood

Job Title

5/11/15

Date

Southwest Tennessee Community College

Intent to Train Form for Company or Organizational Training Services

Directions: Please complete, sign and return this form concerning your intent to secure training from Southwest's Department of Continuing Education. This form will set in motion the process to obtain an instructor, order textbooks, and to authorize and insure correct billing.

A. TRAINING SERVICES TO BE PROVIDED BY SOUTHWEST:

Title and/or Type Training Services: Child Development Associate Training
Dates and Times of Training: February 11 Thur Dec 09, 2016 Total Number of Training Hours: 120
Minimum or Maximum number of Participants: 20-60 Handouts/Materials/Books Provided: No
Location of Training: Macon and Union Campus Other Details or Comments:

*In situations where Southwest is to maintain permanent transcripts for participants, participants with outstanding balances at Southwest must pay their outstanding balance before Southwest can officially register them in any classes or maintain their permanent transcripts.

B. SOUTHWEST'S FEES AND CHARGES (Check all that apply.)*

- ☐ Flat Rate Training Fee(s):
☒ Variable Training Fee(s): 12 Classes x \$2,250.00 each = \$27,000.00

C. SOUTHWEST'S TRAINING PROPOSAL AUTHORIZATIONS

Kathy J. Simpson 1/30/17
Southwest Program Manager Date
Signature

Director of Operations & Programs, CTCE Date
Approval

D. METHOD OF PAYMENT (Check one.)

- ☐ Individual Participants to Pay
☒ We agree to the Services and the Fees and authorize Southwest to invoice us: (See billing information below)
☐ We agree to the Services and the Fees and will pay with a Company Check to follow
☐ We agree to the Services and the Fees and will send our purchase order P.O. #
☐ We agree to the Services and the Fees and will pay with a credit card
☐ Mastercard, ☐ Discover, ☐ Visa Name on Card _____
Card Number: _____ Expiration Date: _____

E. COMPANY/ORGANIZATION BILLING INFORMATION:

Company/Organizational Name: Shelby County Schools
Attention (Billing Contact Person): Dr. DeAnna McClendon
Address: 130 Flicker
City: Memphis State: TN Zip: 38112
Phone: 901.416.3450

De Anna McClendon De Anna McClendon 3/1/17
Name of Person Authorizing Training & Services Signature of Person Authorizing Training & Services Date
(Please Print)

F. COMPANY/ORGANIZATION CONTACT REQUESTING TRAINING SERVICES:

Company/Organization Name: Shelby County Schools
Contact's Name: Dr. DeAnna McClendon
Contact's Title: Director of Early Childhood Programs
Address: 130 Flicker
City: Memphis State: TN Zip: 38112
Phone: 901.416.3450 Cell: 901.628-6822 Fax:
E-mail Address:

Name of Corporate Training Program Manager: Kathy J. Simpson
☐ Contact has been added to Contact Database?



All

Shonda Morrow, search your mailbox

Search Mail

Search Web



Home



Shonda



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Fwd: sherwood elementary layout issues (2) People att.net

Justin Vance, CPSI
President
Great Southern Recreation
Play, The Way It Should Be!
615-542-6644

Delete

Respond



Mon 3/14/2016 3:28 PM

Benjamin Bowden

Re: sherwood

To Chris Loudenberg

Cc Justin Vance; Amanda Loudenberg; Brandy Reynolds

Follow up. Start by Tuesday, March 7, 2017. Due by Tuesday, March 7, 2017.
Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

Awesome, I'll be up there Friday to do some walk-throughs with De

Appreciate you communicating with him on your progress.

We'll get this check processed on Thursday and overnighted.

Ben Bowden, CSP, CPSI
Safety and Operations Manager
Great Southern Recreation
Play, The Way It Should Be!
615-556-6011

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Shonda Morrow <shondamorrow@bellsouth.net> Today at 3:34 PM

To Shonda Morrow

> Show original message

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Fwd: sherwood elementary layout issues

People att.net

From: "Chris Loudenbeck" <Chris@clsoutdoorservices.com>
Date: May 3, 2017 at 4:00:37 PM CDT
To: <brentwill68@gmail.com>
Cc: "Amanda Loudenbeck" <amanda@clsoutdoorservices.com>
Subject: FW: sherwood elementary layout issues

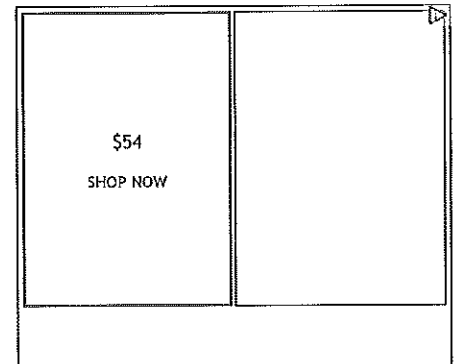
Here you go.

Chris Loudenbeck

CLS Outdoor Services

30 N. Main, Atoka, TN, 38004

901.428.8836 901.482.9996



From: Chris Loudenbeck [mailto:Chris@clsoutdoorservices.com]
Sent: Tuesday, March 7, 2017 2:59 PM
To: 'LEONARD E MYERS' <MYERSLE1@scsk12.org>; 'DEDRIC L PIT' <justin@greatsouthernrec.com>
Cc: 'SYBILLE S NOBLE' <nobless@scsk12.org>; 'DWAN GILLIOM' <
Subject: RE: sherwood elementary layout issues
Importance: High

Please find the attachments above. You will see my email to GSR cor
resolved after meeting with the customer (dedric) and changing the la
all adjustments of the site came directly from our on-site meeting with
inspection. At this point, the only one involved that made the decisio
proceeded as he instructed.

Chris Loudenbeck

CLS Outdoor Services

30 N. Main, Atoka, TN, 38004

901.428.8836 901.482.9996



From: LEONARD E MYERS [mailto:MYERSLE1@scsk12.org]
Sent: Tuesday, March 7, 2017 2:59 PM




THE DEPARTMENT OF LABOR AND EMPLOYEE RELATIONS

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5323 • www.scsk12.org

May 9, 2017

Chantay Branch
Labor Relations Director
Phone: (901) 416-5811
FAX: (901) 416-5756
branchcy@scsk12.org

Dr. Deanna McClendon



HAND DELIVERED

Dear Dr. McClendon:

This letter is to advise you that you have been placed on administrative leave **with** pay effective May 10, 2017, pending the outcome of the investigation.

You are not allowed on Shelby County Schools' property or attend any events related to the Shelby County Schools during this time.

If you have any questions, please contact me at (901) 416-5811.

Sincerely,



Chantay Branch, Labor Relations Director
Department of Labor and Employee Relations

CYB/cb

c: Dorsey E. Hopson, II
Dr. Patricia Toarmina
Payroll
Personnel File

INVOICE OF PROFESSIONAL SERVICES RENDERED**CONSULTANT****Dr. Shelly L. Counsell**

Assistant Professor of Early Childhood Education

Dept. of Instruction & Curriculum Leadership

College of Education | The University of Memphis

3798 Walker Avenue | Memphis, TN 38103

INVOICEPrepared for **Dr. DeAnna McClendon**, Director

Early Childhood Education | Shelby County Schools

CLASS Teacher Workshops (4)

Phone: 901.416.3703 | Email: MCCLENDONDM@scsk12.org

130 Flicker Street | Memphis, TN 38104

www.scsk12.org

DESCRIPTION OF WORK	QTY/HR	UNIT PRICE	SUB TOTAL
CLASS-Instructional Learning Formats (ILF) Workshop: Creating Instructional Learning Formats that Value the "Everyday" Practices of Young Children in PreK (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Concept Development (CD) Workshop: Block Building and STEM (Science, Technology, Engineering, and Math) [4-year olds]	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Quality of Feedback (QF) Workshop: Inquiry, Productive Questioning, and Thinking Maps during Snack Time (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
CLASS-Language Modeling (LM) Workshop Title: Using Mirror Books to Develop Language Modeling with Young Children in PreK (4-year olds)	1.5 hrs.	\$1,500.00	\$1,500.00
GRAND TOTAL	6 hrs	\$6,000.00	\$6,000.00

ADDITIONAL SERVICES: Additional services may be authorized by Shelby County Schools/Early Childhood Education (SCS/ECE) and agreed upon by the CONSULTANT, but shall be considered outside the scope of this AGREEMENT. Such additional services shall be billed to Client at a yet to be determined hourly rate or lump sum.

WORK PRODUCTS: The CONSULTANT will produce the principal work products as described above. There will be no changes to the work products without the prior written approval of SCS/ECE and the CONSULTANT.

PROPRIETORSHIP: For the purpose of this AGREEMENT, the SCS/ECE may produce original documentation, including drawings, diagrams, maps, perspective renderings, other artworks, graphic aids, and various written materials germane to the trainings associated with CLASS. Any other such documentation (e.g., Power Point Presentations) shall remain intellectual property of the CONSULTANT.

Reports or other documents (e.g., articles) produced in whole or in part under this Agreement shall be the shared intellectual property of both SCS/ECE and the CONSULTANT.

MONITORING AND SUPERVISION: The CONSULTANT will carry out this project in consultation with SCS/ECE. The CONSULTANT agrees to monitoring of the project by designated SCS/ECE staff. The CONSULTANT further agrees to meet with SCS/ECE staff to review progress, and to revise documents to meet the Scope of Services, as required by SCS/ECE staff.

Neither party shall hold the other party responsible for damages or delay in performance caused by acts of nature, strikes, lockouts, accidents, or other events beyond the control of the other or the other's employees and agents.

Each party agrees to promptly notify the other party should any problems, delays or adverse conditions occur which will substantially affect the ability to achieve project objectives, prevent the meeting of time schedules or preclude the completion of project work.

There will be no changes to the project period without the prior written approval of SCS/ECE and the CONSULTANT.

The CONSULTANT shall invoice SCS/ECE for services rendered in one part. The invoice shall be submitted for 100 percent of the total fee upon completion of work and/or project.

TERMINATION: SCS/ECE reserves the right to terminate or decrease this AGREEMENT at any time should the CONSULTANT'S performance not meet SCS/ECE's approval or if the CONSULTANT shall fail to fulfill in a timely and proper manner the obligations and conditions of this AGREEMENT. The criteria for satisfaction and approval shall be a professional standard provided by similar professionals performing similar work and within similar circumstances.

This AGREEMENT may be terminated upon ten (10) days written notice of either party. Upon termination, the CONSULTANT shall be paid for work satisfactorily completed prior to the date of termination proportional to the percentage of the total project completed.

SEVERABILITY: Should any part, term or provision of this Agreement or any document required herein to be executed be declared invalid, void or unenforceable, all remaining parts, terms and provisions hereof shall remain in full force and effect and shall in no way be invalidated, impaired or affected thereby.

WE THE UNDERSIGNED indicate our mutual understanding and consent to the aforementioned terms and conditions of this AGREEMENT to be effective on the day and year to which the services shall be rendered.

APPROVED By: DocuSigned by: Deanna McClendon
Dr. DeAnna McClendon
Director/Early Childhood Ed.
Shelby County Schools
130 Flicker Street
Memphis, TN 38104

By: DocuSigned by: Shelly Counsell
Dr. Shelly L. Counsell
Asst. Prof. of Early Childhood Ed.
Instruction & Curriculum Leadership
College of Education
Univ. of Memphis
Memphis, TN 38152

Date: 3/3/2017 | 11:01 AM PST

Date: 3/3/2017 | 09:20 AM PST

MAIL CHECK TO THIS ADDRESS:

Dr. Shelly L. Counsell
317 PIDGEON ROAD
MEMPHIS, TN 38117




THE DEPARTMENT OF LABOR AND EMPLOYEE RELATIONS

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5323 • www.scsk12.org

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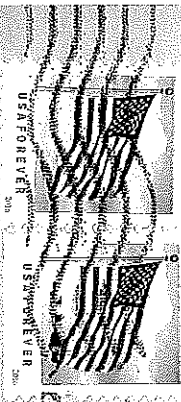
Chantay Branch, Labor Relations Director
Department of Labor and Employee Relations

CYB/cb

c: Dorsey E. Hopson, II
Dr. Patricia Toarmina
Payroll
Personnel File

Office of E and C
1300 E. 1st St.
Memphis, Tennessee

2810 W



Shelby County School
District
1100 E. 1st St.
Memphis, Tenn

38112

Dr. W. W. W. W. W.

Name: Dr. Carolyn Harvey, Pre-K Instructional Advisor
901-649-3463.

Date: May 16, 2017

Interviewers: Michael Woods and Gregory Glenn

Q: How is the morale in the early childhood office?
Low

Q: What are the causes?
Ineffective communication
The way that we are talked to by administrators/our superiors
Overall how the day to day operations are
Chaotic/Lack of planning – lack of planning becomes an emergency
In an emergency state on a day to day basis
Meetings – directive as threatening
Goes back to the communication
Meetings - cursing, screaming, hitting on tables – unprofessionalism brings it down

Q: Which administrators?
Dr. McClendon [referred to as 'DM' hereafter]
I was asked by her to be on interview team
We scheduled interviews - I was eating lunch onsite
One person showed up early - she wanted me to stop eating lunch and start interviews
She came back and said come on girl I'm not playing with you - grabbed me on the elbow
As if you are a child
Letters being sent to people in this building
Staff meeting - threatening fresh starting/cursing

One occasion, I was in my office - colleague called me crying
As if someone had died – lady in her sixties
She explained that DM had screamed at her – older lady
I thought somebody had died - she was distraught
I think it brings it down – other people experiencing these same types of things
Nervous because of it – fresh start thing puts people on edge – brings morale down

Q: Did you hear DM scream at your colleague?
That person, no

Q: Who was the colleague she screamed at?
Alfunsia Merriweather and Samantha Vail
I didn't hear it but people heard it over the office/loud

Q: Did you hear the situation with Ms. Vail?
No

Q: The way you talked about administrators, is DM the only one?

4 administrators – DM (director) – 3 Managers: Lovelace, Bostick, Sallie
Sallie always professional
Lovelace is pretty professional
Bostick never yelled scream, cursed, or hit
DM has hit tables – shaking and crying/upset
Bostick can be kind of unprofessional
If you bring up a situation in the classroom/District, she'll say I don't care
DM is abusive/unprofessional
7 advisors - culture set up as divisive - DM will purposefully take 3 to lunch and leave 4
Those who are left will be like, why didn't you go - divisive
DM will give one colleague a task to accomplish
Next thing you know another colleague is there
Email that another colleague has been there
She will put another colleague with you because she does not think you'll do the job
It causes confusion – problem is the motive/spirit behind it
Go do this behind Harvey/Vail – they're not going to do it
We're talking about people on the same [level] – nothing wrong with co-leads
It's how you find out about it and why
If I see a colleague doing something that I do – you do it then
Causes confusion outside of the department

Brings morale down - consistently hiring people she knows
Hiring godmother of her child – childcare provider at her child's childcare
It's who you know - positions being created - somebody's already doing that – HR okayed
Perception is job created for person to be in higher position – not because there's a need
Perception is someone she favors - she goes on vacation with these people
She's drinking with these people – that person's promoted to a position
Perception – in our minds, people who are not qualified for the position
To qualify you, put you in it first and then I will justify
Shonda Morrow, accountant - she is health and safety advisor
Merriweather was already doing that work
Ongoing seeing people moved into positions
Perception – that's your buddy/friend – now they're in that position

Q: Who is godmother of her child?
Susan Pittman

Q: What is Pittman's role?
That's another problem
Rare that there's an introduction [for new staff] – we don't know
We had to find out [Pittman's position] on the PreK website – compliance manager
She's part time – that's confusing – found out godmother thing from DM
I'll see her paired up with Hendrix/Lovelace – she's in a lot of different places
Might ask me about screening – [Hendrix] about education – Merriweather about policy

Q: How would you characterize Pittman's engagement with staff?

She's warmed up – we don't know who she is – what she's doing
Doesn't engage with everybody – guess she doesn't need to – whatever her role
Pittman was assigned to lead staff meeting – staff member said who are you [Stovall]
Lovelace said who is that – seen as out of place for asking
Conducting staff and we don't know who you are

Q: How long was she with the department when she did that?
It wasn't long – I can't tell you – never formally introduced

Q: How often do you have staff meetings?
We could have meetings spur of the moment
Formal meeting that's been planned – twice this year
Book study – Bostick or Pittman will lead – part of our problem
Not getting directives/follow up – most chaotic situation in my 29 years
Lack of communication – affected our teachers – losing teachers in early childhood
Hope we get VPK money - nothing for 5 people to visit a class in one day
I was doing a walk through – Wesley what are you doing here – let me see your form
We had same form – no I'll do mine, you do yours, turn it in
Have to ask, do you intend to leave us – emails – turnover rate
Without certified teachers, not going to get money – almost didn't get money this year
Most not leaving the District – leaving early childhood
Don't want HR to take ownership – [DM's] threatening manner transcends to teachers
Do this or you will lose job, because we're going to lose our funds – delivery of message

Q: What do you mean by HR okayed it?
I'm legacy MCS – we didn't create a job – jobs were already there
Descriptions of jobs, salary ranges based on the District
When I was Director they said I'd need coordinator/secretary – handed me the job posting
Merriweather is compliance advisor – many hats – keeps the program in compliance
Merriweather already doing health and safety – Morrow
Going to Essence Festival Caribbean Island with this person [because DM talking]
All of a sudden, Morrow is doing health and safety – that's what Merriweather does
Job is posted - we already know who's going to get the position
Already told Morrow to do it - confusion and low morale

Q: Who are the people going to Essence Festival?
Morrow/DM – [went together]

Red flag - advisors have been trained/certified in CLASS - teacher effectiveness assessment
We're already doing that work
Then we get email that Wright and Counsel have contract to do the work
Why contract this work – they're not certified – that's what we do – we evaluate teachers
(DM) Contract for two people who don't know this work – it's specific
Get somebody to do something for money – they're not doing it for free
They are talking about the contract has not been fully executed
We do need help with some work – we have retired principals contracted to do health and

safety

As director I would contract – it was to help – see staff struggling – get support

Q: How would you select people to contract when you were Director?

All about qualifications – ELLCO/ECCARDS - give assignment to team

If they seem overwhelmed, my job to select support

I went and got Freddie Payton (retired Principal) and another lady (worked for U of M and owned company program of work certified ELLCO/ECERS– this is what they do

Q: So you selected the people based on whether they could do the work?

Correct – part of the problem – people in position who didn't know what they were doing

Contracted retired principals to help with TEM – with community partners

Nothing wrong with contracting

Rare that I would contract without the team telling me that we need this

About follow up – difference people just popping up

They're popping up because of the relationship

Q: Does DM have outside relationship with Wright and Counsel?

They're on policy council – conflict – we can't contract with person on the school board

Wright is on the equivalent of school board member of head start – can't do that

Q: How would you characterize DM's leadership style?

If you are on the interview team, we know who we are going to pick

A Donald J Trump - even though I love my colleagues - I see you hiring and selecting

If you're on the interview team we know who we're going to pick

It's based on who DM wanted

Stated by her, this is who we're going to pick - beforehand

Q: Were you in the meeting (DM)?

Yes - one of the head start advisor positions (Educational Advisor)

(Me/Heidleburg/Gordon/Jackson ES Principal)

We discuss our scores - we knew she wanted a particular person

Happened about 3 years ago

We had our preference based on scoring

Strong conversation with cursing and coercing to change scores for a particular person

Encouraged to change scores - I did not – people changing scores – prevalent

Alicia Lefleur – preselections

Q: Who was cursing and coercing?

DM – I was on the interview team

Q: Who was on the interview panel with Lefleur?

Bowie/Swift - DM wanted Pham - they stuck to their guns - get the best qualified person

Lefleur was hired

Q: Was Pham hired?

Yes - next go round next funding - Pham was the very next one to be hired - PDG funds
Pham was hired as an instructional advisor - however she's working simultaneously as a technology person

Pham was a technology person - we already have technology people in the District

One year of PDG funds - example of job created

The way things are done and why are they done

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

I was in her inner board room - discussing CLASS

She was yelling, cursing, and hitting the table - mostly advisors

Q: Who was in the room?

Bowie, Hendrix, and not sure about Sallie - Pham

Q: Does DM openly indicate that she has favorites? Privately?

I am thinking I am going to say no in a minute - she makes comments

She will just make comments - not that is my favorite

Q: What do you mean by comments?

Sallie is our Michelle Obama

She will say, Len Pham she is really smart

Not been with words but the perception

Not to my knowledge said someone is her favorite

You can tell the ones who are not her favorites - I'm one of them, Bowie is one of them

Bostick is one - named us 3 blind mice - We're kept in the dark

Q: Why do you think you're "kept in the dark"?

We saw a pattern occurring - Bowie/Bostic/me (3 advisors hired from legacy MCS)

3 clerical hired - Sharon Tate and Thelma Tate clerical - legacy MCS

New SCS people were DM and Walker - initial staff - legacy SCS were hired

They didn't have the credentials - ask Sallie (sweet, wonderful, knowledgeable)

At lunch - Sallie said she didn't know anything about early childhood when hired

Hired as an advisor - she would not hire legacy MCS people

Earliest MCS Sprattin/Hightower/Todd - for years pattern of just SCS

Problem is, do they even have early childhood experience/certification

Q: Has DM ever openly indicated there's staff members she doesn't like?

It would be in the form of poor Lovelace and Bowie

DM in some interviews would even say so and so is not going to be here long

She would start targeting people to take someone's position - they're not going anywhere

Bowie/Lovelace going to retire - they're older people but they never said retiring

Especially with Bowie

Morrow was setup to take Webster's place - she's not gone or dead

You're going to take her position or you take his position - (Swift) was going to take

Lovelace's position - Morrow was going to take Webster's position
In regards to fresh start: She has said that directly to me - she's said to numerous people

Q: Can you provide an example?

Recent within last week or so threatening to fresh start

Some people can retire like Lovelace

If I fresh start, I'll be on interview team - some of you won't have your jobs

Some people can go on and retire

Q: When was that meeting?

May 8

I wasn't there - Lovelace/Merriweather/Tate/Tate/Herrell(contractor)/Pittman

DM talked about how Vail doesn't have a degree - same meeting

Merriweather was there and disturbed by it

If we fresh start we'll lose our jobs if the letters didn't stop going across the street

Bostick's advisor meeting: another letter went across the street

Superintendent going fresh start if letters don't stop

Q: She mentioned Superintendent "fresh start" in Bostick's meeting?

Yes - before (May 8 meeting)

Q: How much time between the meetings?

Months - several months - Happened several times

Q: Who was in Bostick's meeting?

Hightower/Sprattlin/Williams/Daniel (Anderson)/Hendrix

Mentioned before with staff - Tate/Tate/Vail

Q: Who is the Fiscal Manager?

Theresa Todd

Q: What is Theresa Todd's role in Early Childhood?

She is the accountant

We have several funds - VPK, PGD, Head Start, County Commissioner

Todd's daughter was hired - nepotism - Todd was her daughter's boss

Q: Whom does Todd's daughter report to?

Theresa Todd

Other accountants - Mattie Harris and Lorrie Webster

Over fiscal downstairs - Ali/Wallace (quit) - managed downstairs fiscal

Todd's daughter and another young lady - I think their roles were clerical

Todd manages accountants and fiscal

Q: Has DM hired people for the positions w/o posting the job? Who?

Yes - I want to say that Ms. Bostick's job was not posted - She is a manager

Ruther was educational advisor – Ruther left Staci Hendrix took that
It was like a lateral move – I believe she posts most jobs
Majority of them we, know who's going to get them

Q: Who has recently been promoted in the Early Childhood office?
Shondra Morrow - she was more clerical - Now she is an advisor
Theresa Todd was promoted from accountant to manager
Sallie was promoted from advisor and to manager

Q: Was the opportunity for promotion made known to staff?
No - I am sure it was posted - You could tell interviews were going on
Interviews occurred - But we already knew
People were hired that we didn't know were coming
Regina Payne was not hired first time
Ramirez said she could not come – they had to hire someone else
But when we got some funding, we know who's coming
Either funding secured or after somebody leaves – we already know
She has had a guy friend – Facilities, Pitts – it
When Shipp was dismissed - She told others he will not be without a job
Was going to hire him over there
I believe something posted now - collaborating with the playgrounds now
That's how we know someone's coming – pattern
We know ahead of time – Sallie was advisor, manager now over K2

Q: Was it directly stated that Sallie would be the manager? When?
Yes – I don't have the date – commonplace – we just knew – it was said
Formal or informal meeting, it was stated

Q: Did anyone else hear DM say Pitts would not be without a job?
Bostick/Merriweather

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?
She stated that the District does not want Head start - on numerous occasions

Q: Ever made negative comments about staff/Board Employees?
Yes – She's talked about Dr. Ramirez – in a negative way – doesn't know what she's doing
Every boss she's had - Cynthia Alexander/Ramirez/Toarmino
Never the Superintendent – I don't believe he said that about fresh start
Stephanie Love – she doesn't like me (DM) – she's after me (DM)

Q: Have you heard her make comments about Tormino/Ramirez/Alexander?
Yes - in a budget meeting that Todd called - February 2017
Something in reference to Tormino giving her a hard time in regards to approving travel
Harvey I am going to get you to help me with some of the language
In regards to her not treating her fairly - she was planning on writing an email

Q: Why did she ask you?

Cause of my sister is the head of HR/OPM in the Trump in Administration – DM knows that

Q: What were her comments about Alexander?

That she was dumb and didn't know what she was doing – same for Ramirez

Q: Who heard these comments?

Bostick/Sallie

Q: Is travel an issue with Early Childhood? Or vacation requests?

Yes - District blackout dates like July 1 or end of June

She blackouts dates - District may blackout date but she will carry to August

Nobody could go on vacation but – wouldn't approve

But Pham went to California

I asked early to go to Puerto Rico for parent conference - I was put off – I didn't go

McClendon/Lovelace/Allen/Palmer(contractor)/Merriweather/parents

December 2016 - I knew she wouldn't let me go that's why I started asking early

She's been generous about letting me go since then – I presented in Chicago/expo in NY

Q: Is there anything I didn't ask that you think we need to know?

I have an issue with how money is budgeted

That meeting when she mentioned language

That was a budget meeting requested by Todd

Shocking to me - there was discussion of building the budget

Asked Lovelace you mean you don't build the budget prior to (at beginning of school year)

Discussion with DM and Todd – Todd does salaries and benefits

Not enough money in the line items – transfers - we need to start for next year

We spend money to spend it not because we need to spend it

Writing without Tears kit was purchased solely because we needed to spend money

Bowie (Curriculum specialist) - DM always on her – we've got to spend this money

I found on copy machine a list of head start playgrounds that had not been completed

(Levi) - allegation is that it was paid without it being completed

Talk to Mattie Harris (accountant) said work not completed

Harris and Todd kept pressuring Morrow asking if completed

Started emailing her - wouldn't answer - DM was on speaker – saying curse words

When I tell you to do something, do it, don't question

The Wright thing is a problem - I don't know about Palmer (community partner)

But I know it's conflict with Wright - he's a policy council member of our head start funds

(Wright) delivers CLASS professional development

We're already doing it - that's what we do

Michael Woods concluded the interview.

I, Carolyn Harvey, certify that I have read and reviewed the summary
(Printed Name of Witness)

Witness Initials Here CH

above, and I agree that it is a complete and accurate summary and/or representation of the statement I provided to Mr. Glenn and Mr. Woods on 8/16/2017.
(Labor Relations Official) (Date)

Carolyn Harvey
Witness Signature

6/27/16
Date

Name: Dr. Carolyn Harvey, Pre-K Instructional Advisor
901-649-3463.

Date: May 16, 2017

Interviewers: Michael Woods and Gregory Glenn

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We scheduled interviews - I was eating lunch onsite
One person showed up early - she wanted me to stop eating lunch and start interviews
She came back and said come on girl I'm not playing with you - grabbed me on the elbow
As if you are a child
Letters being sent to people in this building
Staff meeting - threatening fresh starting/cursing

One occasion, I was in my office - colleague called me crying
As if someone had died – lady in her sixties
She explained that DM had screamed at her – older lady
I thought somebody had died - she was distraught
I think it brings it down – other people experiencing these same types of things
Nervous because of it – fresh start thing puts people on edge – brings morale down

Q: Did you hear DM scream at your colleague?
That person, no

Q: Who was the colleague she screamed at?
Alfunsia Merriweather and Samantha Vail
I didn't hear it but people heard it over the office/loud

Q: Did you hear the situation with Ms. Vail?
No

Q: The way you talked about administrators, is DM the only one?

4 administrators – DM (director) – 3 Managers: Lovelace, Bostick, Sallie
Sallie always professional
Lovelace is pretty professional
Bostick never yelled scream, cursed, or hit
DM has hit tables – shaking and crying/upset
Bostick can be kind of unprofessional
If you bring up a situation in the classroom/District, she'll say I don't care
DM is abusive/unprofessional
7 advisors - culture set up as divisive - DM will purposefully take 3 to lunch and leave 4
Those who are left will be like, why didn't you go - divisive
DM will give one colleague a task to accomplish
Next thing you know another colleague is there
Email that another colleague has been there
She will put another colleague with you because she does not think you'll do the job
It causes confusion – problem is the motive/spirit behind it
Go do this behind Harvey/Vail – they're not going to do it
We're talking about people on the same [level] – nothing wrong with co-leads
It's how you find out about it and why
If I see a colleague doing something that I do – you do it then
Causes confusion outside of the department

Brings morale down - consistently hiring people she knows
Hiring godmother of her child – childcare provider at her child's childcare
It's who you know - positions being created - somebody's already doing that – HR okayed
Perception is job created for person to be in higher position – not because there's a need
Perception is someone she favors - she goes on vacation with these people
She's drinking with these people – that person's promoted to a position
Perception – in our minds, people who are not qualified for the position
To qualify you, put you in it first and then I will justify
Shonda Morrow, accountant - she is health and safety advisor
Merriweather was already doing that work
Ongoing seeing people moved into positions
Perception – that's your buddy/friend – now they're in that position

Q: Who is godmother of her child?
Susan Pittman

Q: What is Pittman's role?
That's another problem
Rare that there's an introduction [for new staff] – we don't know
We had to find out [Pittman's position] on the PreK website – compliance manager
She's part time – that's confusing – found out godmother thing from DM
I'll see her paired up with Hendrix/Lovelace – she's in a lot of different places
Might ask me about screening – [Hendrix] about education – Merriweather about policy

Q: How would you characterize Pittman's engagement with staff?

She's warmed up – we don't know who she is – what she's doing
Doesn't engage with everybody – guess she doesn't need to – whatever her role
Pittman was assigned to lead staff meeting – staff member said who are you [Stovall]
Lovelace said who is that – seen as out of place for asking
Conducting staff and we don't know who you are

Q: How long was she with the department when she did that?
It wasn't long – I can't tell you – never formally introduced

Q: How often do you have staff meetings?
We could have meetings spur of the moment
Formal meeting that's been planned – twice this year
Book study – Bostick or Pittman will lead – part of our problem
Not getting directives/follow up – most chaotic situation in my 29 years
Lack of communication – affected our teachers – losing teachers in early childhood
Hope we get VPK money - nothing for 5 people to visit a class in one day
I was doing a walk through – (~~Wesley~~) what are you doing here – let me see your form
We had same form – no I'll do mine, you do yours, turn it in
Have to ask, do you intend to leave us – emails – turnover rate
Without certified teachers, not going to get money – almost didn't get money this year
Most not leaving the District – leaving early childhood
Don't want HR to take ownership – [DM's] threatening manner transcends to teachers
Do this or you will lose job, because we're going to lose our funds – delivery of message

Q: What do you mean by HR okayed it?
I'm legacy MCS – we didn't create a job – jobs were already there
Descriptions of jobs, salary ranges based on the District
When I was Director they said I'd need coordinator/secretary – handed me the job posting
Merriweather is compliance advisor – many hats – keeps the program in compliance
Merriweather already doing health and safety – Morrow
Going to Essence Festival Caribbean Island with this person [because DM talking]
All of a sudden, Morrow is doing health and safety – that's what Merriweather does
Job is posted - we already know who's going to get the position
Already told Morrow to do it - confusion and low morale

Q: Who are the people going to Essence Festival?
Morrow/DM – [went together]

Red flag - advisors have been trained/certified in CLASS - teacher effectiveness assessment
We're already doing that work
Then we get email that Wright and Counsel have contract to do the work
Why contract this work – they're not certified – that's what we do – we evaluate teachers
(DM) Contract for two people who don't know this work – it's specific
Get somebody to do something for money – they're not doing it for free
They are talking about the contract has not been fully executed
We do need help with some work – we have principals contracted to do health and safety

As director I would contract – it was to help – see staff struggling – get support

Q: How would you select people to contract when you were Director?

All about qualifications – ELLCO/ECCARDS - give assignment to team

If they seem overwhelmed, my job to select support

I went and got Freddie Payton and another lady – this is what they do

(retired principal)

(worked for U of M and

owned company
program of work
certified
ELLCO/
ECERS

Q: So you selected the people based on whether they could do the work?

Correct – part of the problem – people in position who didn't know what they were doing

Contracted retired principals to help with TEM – with community partners

Nothing wrong with contracting

Rare that I would contract without the team telling me that we need this

About follow up – difference people just popping up

They're popping up because of the relationship

Q: Does DM have outside relationship with Wright and Counsel?

They're on policy council – conflict – we can't contract with person on the school board

Wright is on the equivalent of school board member of head start – can't do that

Q: How would you characterize DM's leadership style?

Donald J. Trump - (I love my colleagues) - I see you hiring and selecting

If you are on the interview team, we know who we are going to pick

A Donald J Trump - even though I love my colleagues - I see you hiring and selecting

If you're on the interview team we know who we're going to pick based on who DM

Stated by her, this is who we're going to pick - beforehand

wanted

(DM)

Q: Were you in the meeting?

Yes - one of the head start advisor positions (Educational Advisor)

(Me/Heidleburg/Gordon/Jackson ES Principal)

We discuss our scores - we knew she wanted a particular person

Happened about 3 years ago

We had our preference based on scoring

Strong conversation with cursing and coercing to change scores for a particular person

who
DM
Wanted

Q: Who was cursing and coercing?

DM - I was on the team interview team

Encouraged to change scores - I did not - people changing scores - prevalent ?

Alicia Lefleur - preselections

(another interview)
Alicia Leflore

was being interviewed

Q: Who was on the interview panel with Lefleur?

Bowie/Swift - DM wanted Pham - they stuck to their guns - get the best qualified person

Lefleur was hired

Pham Instructional
Advisor

Q: Was Pham hired?

Yes - next go round next funding - Pham was the very next one to be hired - PDG funds

Pham was a technology person - we already have technology people in the District

One year of PDG funds - example of job created ?

The way things are done and why are they done

Q: Have you ever heard Dr. McClendon (DM) yell, curse, or beat on a table during a meeting?

I was in her inner board room – discussing CLASS

She was yelling, cursing, and hitting the table – mostly advisors

Q: Who was in the room?

Bowie, Hendrix, and not sure about Sallie - Pham

Q: Does DM openly indicate that she has favorites? Privately?

I am thinking I am going to say no in a minute - she makes comments

She will just make comments – not that is my favorite

Q: What do you mean by comments?

Sallie is our Michelle Obama

She will say, Len Pham she is really smart

Not been with words but the perception

Not to my knowledge said someone is her favorite

You can tell the ones who are not her favorites - I'm one of them, Bowie is one of them

Bostick is one - named us 3 blind mice - We're kept in the dark

Q: Why do you think you're "kept in the dark"?

We saw a pattern occurring - Bowie/Bostic/me (3 advisors hired from legacy MCS)

3 clerical hired - Sharon Tate and Thelma Tate clerical – legacy MCS

New SCS people were DM and Walker – initial staff - legacy SCS were hired

They didn't have the credentials - ask Sallie (sweet, wonderful, knowledgeable)

At lunch - Sallie said she didn't know anything about early childhood when hired

Hired as an advisor – she would not hire legacy MCS people

Earliest MCS Sprattin/Hightower/Todd - for years pattern of just SCS

Problem is, do they even have early childhood experience/certification

Q: Has DM ever openly indicated there's staff members she doesn't like?

It would be in the form of poor Lovelace and Bowie

DM in some interviews would even say so and so is not going to be here long

She would start targeting people to take someone's position – they're not going anywhere

Bowie/Lovelace going to retire - they're older people but they never said retiring

Especially with Bowie

Morrow was setup to take Webster's place - she's not gone or dead

You're going to take her position or you take his position (Swift) take Lovelace position

She has said that directly to me - she's said to numerous people

Q: Can you provide an example?

Recent within last week or so threatening to fresh start

Some people can retire like Lovelace

In regards to Fresh Start

CH

If I fresh start, I'll be on interview team - some of you won't have your jobs
Some people can go on and retire

Q: When was that meeting?

May 8

I wasn't there - Lovelace/Merriweather/Tate/Tate/Herrell(contractor)/Pittman

DM talked about how Vail doesn't have a degree - same meeting

Merriweather was there and disturbed by it

If we fresh start we'll lose our jobs if the letters didn't stop going across the street

Bostick's advisor meeting; another letter went across the street

Superintendent going fresh start if letters don't stop

Q: She mentioned Superintendent "fresh start" in Bostick's meeting?

Yes - before (May 8 meeting)

Q: How much time between the meetings?

Months - several months - Happened several times

Q: Who was in Bostick's meeting?

Hightower/Sprattlin/Williams/Daniel (Anderson)/Hendrix

Mentioned before with staff - Tate/Tate/Vail

Q: Who is the Fiscal Manager?

Theresa Todd

Q: What is Theresa Todd's role in Early Childhood?

She is the accountant

We have several funds - VPK, PGD, Head Start, County Commissioner

Todd's daughter was hired - nepotism - Todd was her daughter's boss

Q: Whom does Todd's daughter report to?

Theresa Todd

Other accountants - Mattie Harris and Lorrie Webster

Over fiscal downstairs - Ollie/Wallace (quit) - managed downstairs fiscal

Todd's daughter and another young lady - I think their roles were clerical

Todd manages accountants and fiscal

Q: Has DM hired people for the positions w/o posting the job? Who?

Yes - I want to say that Ms. Bostick's job was not posted - She is a manager

Ruther was educational advisor - Ruther left Staci Hendrix took that

It was like a lateral move - I believe she posts most jobs

Majority of them we, know who's going to get them

Q: Who has recently been promoted in the Early Childhood office?

Shondra Morrow - she was more clerical - Now she is an advisor

Theresa Todd was promoted from accountant to manager

Sallie was promoted from advisor and to manager

Q: Was the opportunity for promotion made known to staff?

No - I am sure it was posted - You could tell interviews were going on

Interviews occurred - But we already knew

People were hired that we didn't know were coming

Regina Payne was not hired first time

Ramirez said she could not come - they had to hire someone else

But when we got some funding, we know who's coming

Either funding secured or after somebody leaves - we already know

She has had a guy friend - Facilities, Pitts - it

When Shipp was dismissed - She told others he will not be without a job

Was going to hire him over there

I believe something posted now - collaborating with the playgrounds now

That's how we know someone's coming - pattern

We know ahead of time - Sallie was advisor, manager now over K2

Q: Was it directly stated that Sallie would be the manager? When?

Yes - I don't have the date - commonplace - we just knew - it was said

Formal or informal meeting, it was stated

Q: Did anyone else hear DM say Pitts would not be without a job?

Bostick/Merriweather

Q: Has DM ever suggested that the Board does not care about the Early Childhood staff?

She stated that the District does not want Head start - on numerous occasions

Q: Ever made negative comments about staff/Board Employees?

Yes - She's talked about Dr. Ramirez - in a negative way - doesn't know what she's doing

Every boss she's had - Cynthia Alexander/Ramirez/Toarmino

Never the Superintendent - I don't believe he said that about fresh start

Stephanie Love - she doesn't like me (DM) - she's after me (DM)

Q: Have you heard her make comments about Tormino/Ramirez/Alexander?

Yes - in a budget meeting that Todd called - February 2017

Something in reference to Tormino giving her a hard time in regards to approving travel

Harvey I am going to get you to help me with some of the language

In regards to her not treating her fairly - she was planning on writing an email

Q: Why did she ask you?

Cause of my sister is the head of HR/OPM in the Trump in Administration - DM knows that

Q: What were her comments about Alexander?

That she was dumb and didn't know what she was doing - same for Ramirez

Q: Who heard these comments?

CH

Bostick/Sallie

Q: Is travel an issue with Early Childhood? Or vacation requests?

Yes - District blackout dates like July 1 or end of June

She blackouts dates - District may blackout date but she will carry to August

Nobody could go on vacation but - wouldn't approve

But Pham went to California

I asked early to go to Puerto Rico for parent conference - I was put off - I didn't go

McClendon/Lovelace/(Jake) Allen/Palmer(contractor)/Merriweather/parents

December 2016 - I knew she wouldn't let me go that's why I started asking early

She's been generous about letting me go since then - I presented in Chicago/expo in NY

Q: Is there anything I didn't ask that you think we need to know?

I have an issue with how money is budgeted

That meeting when she mentioned language

That was a budget meeting requested by Todd

Shocking to me - there was discussion of building the budget

Asked Lovelace you mean you don't build the budget prior to (at beginning of school year)

Discussion with DM and Todd - Todd does salaries and benefits

Not enough money in the line items - transfers - we need to start for next year

We spend money to spend it not because we need to spend it

Writing without Tears kit was purchased solely because we needed to spend money

Bowie (Curriculum specialist) - DM always on her - we've got to spend this money

I found on copy machine a list of head start playgrounds that had not been completed

(Levi) - allegation is that it was paid without it being completed

Talk to Mattie Harris (accountant) said work not completed

Harris and Todd kept pressuring Morrow asking if completed

Started emailing her - wouldn't answer - DM was on speaker - saying curse words

When I tell you to do something, do it, don't question

The Wright thing is a problem - I don't know about Palmer (community partner)

But I know it's conflict with Wright - he's a policy council member of our head start funds

(Wright) delivers CLASS professional development

We're already doing it - that's what we do

Michael Woods concluded the interview.

I, Carolyn Harvey, certify that I have read and reviewed the summary
(Printed Name of Witness)

above, and I agree that it is a complete and accurate summary and/or representation of the
statement I provided to _____ on _____
(Labor Relations Official) (Date)

Witness Signature

Date